







NEWS SUMMARY

BUSINESS Pound stronger; equities up 9.8

• GOLD fell \$1 to \$1591 ...

TIR

STANDING CRAAF

DIREN CASH PRICE

barmful to amall

Clampdown on

offshore banks

FI.11

kery workers was banging reflecting bear closing. renewed talks last night en employers and union . GILTS moved upward initi-

rols

(at anada

ENERAL

Panic

read

uying

ieries estimate that productine U.S. doutar tent below is has been cut already by Sw.frs.2 for the first time ever. In a quarter because of the but recovered to Sw.Frs.2.0255. Frime ban by 33,000 union The dullar's trade-weighted inhers. Back Page depreciation widened to 4.72 per cent. (4.63).

unker crash jore serious'

ago to the two supertankers • WALL STREET was 4.59 In collided off South Africa down at 803.36 just before the Friday is more serious than close. thought, salvage men sald. Sohn Kerr, vice-president of OTIN prices fell sharply on the bil incorporated, the com LMR, with standard grade drop-ly which owns the tankers,

the collision was costing his in nearly £60,000 a day in operating costs. Repairs, operating costs. Repairs, bg and anti-pollution pures were costing £120,000

rrorist gets years' jail

utch court sentenced Knut htts, 25, a leading member Prits, 25, a leading member for Red Army Faction, once bog as the Baader-Meinbof int 10:20 years' juil for murnig a policemso. Is held icrrorist, Page 4



\$11 th (122) /

BY PETER RIDDELL, ECONOMICS CORRESPONDENT

The number of adults out of work fell in the month • EQUITIES moved forward, to mid-December for the third month running. with the FT Ordinary Share There were more job vacancies in mid-December threat of an all-out strike Index up 9.8 to 479.6, mainly than in any month since May 1975.

tight mion • GILTS moved upward initi-ally en strength in sterling, but the gains were eroded towards the the gains were eroded towards the the gains were eroded towards the sterling and preserving downwards."

ally en strength in sterling, but served. The allow allow

number of adnits out of work bas dropped by 18,000, though the mid-December total was still Regional map Page 7 Editorial comment Page 12

102.000 higher than a year ago.

nearly 1.5m.

end.of 1978.

UK UNEMPLOYMENT

Teta

in dismal Christmas present lor period, in dismal Christmas present lor period, lourly 1.5m, unemployed Officials are reluctant to draw school-leavers. by 15,000 to 58,300, too many conclusions apart from More than 92 per cent, of this too many conclusions apart from More than 92 per cent, of this

He called for a New Year reso- saying that unemployment may year's school-leavers bave found lulico by the Government "that cow be on a plateau. work, training or further edu it is going to take firm action Most forecasters expect a fur- cation.



Mr. Callaghan greets Mr. Begin on his arrival at Cheoners

Israel defence chief in Egypt

BY OUR FOREIGN STAFF

THE SURPRISE arrival in Egypt yesterday of Mr. Ezer Weizman, the Israeli Defence Minister, marked vet another siep lowards a Middle East peace settlement. He held seven hours of talks

with his Egyptian counter-part, Geoeral Abdel Ghaoi Gamassy, near Alexandria, Later he was reported by Israeli Radio to have held

talks with President Sadat. The two Defence Ministers are understood to have dis-cussed the military implicaacceleration in the rate of econo-mic growth next year will halt the rise in unemployment by the tions of a peace agreement and ways of eosoring that, while negotiations go on, military movements by either country ace not misunderstood, leading to an increase in tension.

In the U.K. Mr. Menahem Begin, the Israell Prime Miojster, held three hours of ialks with Mr. James Callagban at Chequers on his way bome from the U.S. Afterwards he told a Press

conference that Mr. Callaghan had given "a favourable rcception" to the plan which he will be putting to Mr. Sadat at their meeting on

Christmas Day. The British Government is known to consider Mr. Begin's proposals, which were partially disclosed in Wasbington on Sunday, as an imaginative startiog point for negotiations, Britain, It is claimed, is play-**Dell pleased with GATT** ing a significant role as an lotermediary hetween Israel and Egypt through its close ties with several Arah states. Senior Ministers believe that Mr. Sadat can lay the basis nf an agreement covering the future of the Palestinians and planning to increase pressure on Arab waverers in the Middle the West Bank, and of Jerusalem, as well as Sinai, That omits only the question of the Golan Heights-which ference. lieves that the basis of settlement covering three of the four main points of conten-tion could be reached within a few weeks and certainly within two months. Liberation Organisation to come to the conference table. Mr. Weizman is understood to have discussed with General Gamassy the mililary arrange-Mr. Sadat wants to maintain the momentum achieved by bis visit to Jernsalem and demonments which will form part of the overall peace package to be put to Mr. Sadat by Mr. Begin on Sunday. a comprehensive seitlement

Measures to prevent local manoenvires or troop move-ments being misinterpreted during the run up to any peace agreement were also thought

agreement were also thought to have been considered. The Israeli Minister, re-garded as the architect of Israel's air force, is con-sidered one of the strongest contenders for the prealer-ship should Mr. Begin be forced to resign for political or health reasons. or health reasons. General Gamassy, hy agree-

ing to the Israeli request for the meeting, is also identifying himself more closely with Presideot Sadal's peace moves and cmphasising the degree of military sopport for a settlement.

Since the announcemeel of Mr. Sada's visit to Jerusa-lem, Mr. Weizman has been under pressure from some of bis generals who were suspicinus of Egypt's real ioten-

tions. He later set up an army team to work out the marimum concessions Israel could make Weizman may have Mr.

bronght these proposals with him to Alexandria. The fact that yesterday's meeting look place provides the first concrete evidence that behind-the-secues progress is heing made at the Cairo conference between Egyptian, Israell, U.S. and UN represen-

tatives. General Avraham Tamir, one of the Israeli delegation, has been notably absent from some of the public events attended hy other conference members.

The Egyptian President is



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BY GUY OF IONQUIERES

BRUSSELS, Dec. 20

BRITISH and EEC officials were this evening near agreement on the principal relaxations which the U.K. will be legally ohliged to make in the rites governing capital flows to the rest of the Community after the end of this year.

The exact measures, which are required by the EEC treaties, are expected to be decided by the European Commission to-morrow. A number of points are understand to be still under dis-cussion — in particular a stightly greater than originally expected easing of controls on portfulio investment — but the package seems likely to include these provisions.

1-An increase to £tm. from 2250.000 in the amount of foreign exchange which may be purchased at the official exchange rate for direct invest-ment in other parts of the EEC.

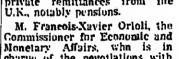
The "super criterion" or maximum perind in which in investment abroad is supposed to bring equal benefits in the balance of payments, would be doubled to three years.

Pledge

2-Phasing out of the 25 per cent. surrender rule on proceeds from the sale by U.K.-bused investors in debt issued by official EEG bodies like the European Coal and Steel Community.

The U.K. may also be asked to pledge a similar liberalisation of the rules governing the sale of securities issued by other types of public and private body inside the Community.

3—A relaxation of exchange control regulations on certain private remittances from the U.K., notably pensions.



102.000 thigher than a year ago. The rise in notified vacancies employment measures in the for the third month in a row is sutumn as new annual training measures is to reinforce the schemes started. December total was 162.700, up The result is that the number of productivity, in con-for the third month in a row is sutumn as new annual training measures is to reinforce the pressures. bolding down the growth of productivity, in con-for the figures register by the measures has trast to the stated aim of the industrial strategy. Output per bead in manufacturing has been no higher this year than in 1973. Cribed the figures as "goodtid-iogs for Britain." Mr. Leo Murray, the TUC is roughly double the fall in the month is roughly double the fall in the number of jobless nearly 1.5m, unemployed Officials are reluctant to draw school-leavers. by 15,000 to 58,300.

1,000 freed

tonesia freed 10,000 political ping £220 to £6.630 a thune, after powers in a move to erase the a peak of £7.355 on December 9 a peak of £7,355 on December 9. mory of a bloody Communist a peak of watempt 12 years ago. Page 5

6.500

5,500 1977

games clear

in the use of electronic and the Association of games should not damage Chambers of Comme strens, the U.S. Federal especially barmful the Commission said. But pro- businesses. Page 6 ed use could imprint the

a pattern on screens. uake kills 350

entiquake in central Iran ind 350 and injured 500.

ak on sale in supermarkets • ASTMS claims that 2 number i satis responsible for the of its members have won "quiet" arge of alcoholism, the Rev. pay deals which breach the Bedford, a leading Methodist Government's 10 per cent. guide-meter, said ster, said. lines. Page 7

Mon's West End sgreed to an COMPANIES

total ban on front-of-be publicity. Sector residents on Tages 193m. to 285m., on a 16 per cent. Ind, in the Thames, were jump in turnover to a record and high Court order until 11,257m. Page 10 and Lex

the stopping Richmond fill Fibres Division expects

Constable of Lancashire £15m. this year as the textile in-identised after it was found dustry in Western Europe goes missied police manpower and through one of its worst slumps. Aftered with police processes. Fight Campaign

* Fight Campaign, launched • FMC turned a pre-tax profit year as a protest against of £1.13m, into a loss of £427,000 Ag charges on London's Tubes for the 24 weeks to October 15, illegal, the High Court said, after losses in its meat, meat pro-Rengers bought a 10p ticket ducts and Harris divisions. Page Eave an IOU for the rest. 11, Page 29 and Lex

HEF PRICE CHANGES YESTERDAY

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uda $59 + 1$
205 + 12
295 + 12 72 + 5
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282 + 9
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deal on textile imports JUIL ALIG SEP OCT NOV DE

BY GUY DE IONOUIERES, COMMON MARKET CORRESPONDENT

BRUSSELS, Dec. 20.

• WEALTH TAX plans have been criticised by both the CBI and the Association of British Chambers of Commerce as being especially barmful to amail be European and the Superior and Supe between the European Commis- per cent, annually over the next cent. annually, will be for sion and the Community's main five years, though growth rates sweaters. low - cost textiles supplier will vary sharply between dif- The Ministers approved in The Ministers approved in

the way to agreement was cleared when the U.K. signalled The sick man of Europe Page 23 ments which the Commission its consent after 11th bonr bar. EEC steel rules Page 4 bas conclude with

The DRIVE to. cut down the mumber of overseas-registered companies operating in Britain with names incorporating "bank" or "trust" is being companies operating in Britain with market. • A DRIVE to. cut down the gaining in which it persuaded number of overseas-registered 500 tonner of immany to sccept 500 toanes of imported cotton lerent categories of imports and pleting negotiations with four cloth originally intended for the different countries, with minimal other countries with which no U.K. market. Mr. Edmund Dell, Secretary sensitive items and dominant in the Commission's strict man-for Trade, said after an EEC suppliers.

And the second se

Perez presses for oil price rise

BY RAY DAFTER AND RICHARD JOHNS

PRESIDENT PEREZ of As OPEC's 50th ministerial rbetorical flourish and will, in-Venezuela, proposed to-day that conference began, it seemed that evitably, have to be taken very the Organisation of Petroleum the contentious issue of pricing seriously by fellow OPEC heads Exporting Countries should raise might be shelved completely for of state whom he is contacting oil prices by the series of the second distribution of the

oil prices by 5-8 per cent and aix months in the cause of unity. directly. devote all the increment to This would amount, in effect, to Assuming continuation of cutting the mounting debts of acquiescence of members in & OPEC output at the current rate freeze until at least July. developing countries.

However, both his proposition No hope and his tactics are being seen as No hope

FEATURES "Beyond the fringe

Textiles: One of the

sick of Europe

Harmonising the bankers Cognac takes to public

NATO and Warsaw

Sudan elections

Australian takeovers FT SURVEY

Japanese International

companies

Kenyan textiles Japanese growth

banks"

Pact

and his tactics are being seen as five house the perez's initiative per ceol around Silbo. That implicit recognition by Vene- President Perez's initiative per ceol around Silbo. That suela and some other producers reflects his predicament arising should be seen in the context of that they cannot obtain an in- from his public call for a 3 per a Third World debt which, crease now in the face of the cent rise last month as well as President Perez said, has risen commitment by Saudi Arabia an attempt to obscure the deri from \$40bn. in 1973 to \$180bn

commitment by Saudi Arabia an attempt to obscare the user from Stool, in 1816 in stool, and Iran to a 12-month freeze, sion over prices, Failure to get this year. President Perez appealed—agreement on an increase or, He proposed that OPEC, over the heads of the OPEC even worse, a collapse of the con-together with the group of 77 delegates meeting here—for an ference, could cause him severe developing countries and the extraordinary meeting of mem- political difficulties at home. Nevertheless, his proposal International Monetary Fund, should not be dismissed as a Continued on Back Para ber countries' leaders to discuss his plan.

13-32

CARACAS, Dec. 20.

		ON OTHER PA	GES		
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9	Materials	Racing Laters	45 2 32-33	S & U Stores	24
4		Stock Each, Report	30	ARNUAL STATEMENT	TS.
5	Nome Nams	The Technical Page		Mainbead Weekwich Equit.	ц
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27	Letters another 23	Wall St. & Overseas	28	Base Lesding Rates	31

For latest Share index 'phone 01-246 8036

East cooflict by Issuing fresh invitations to an upgraded session of the Cairo con-Provided his Christmas Day

talks with Mr. Begin can be shown to have produced some movement lowards a settlement, Mr. Sadat will agaio call on Syria, Jordan, Lebacoo, the Soviel Union and the Palestine

the U.K. Treasury, is understood to be sympathetic to British arguments that radical changes to the exchange control laws could trigger a dangerously large outflow of long-lerro capital.

As a general rule the Commission favours an easing of regulations on direct investment rather ban portfulio investincot because the former creates jobs.

131

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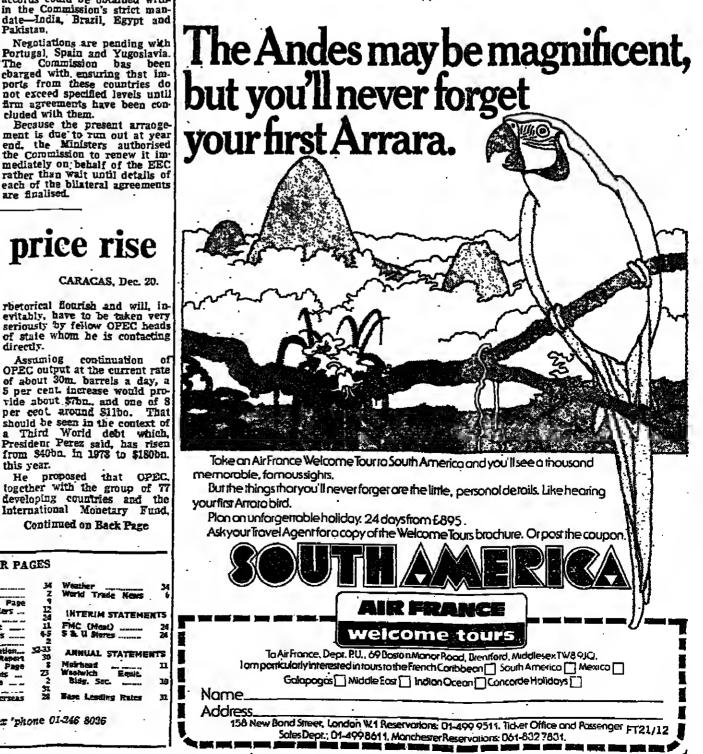
10-2 2|5

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12 he che ve san he che ve san

. **k** -

But M. Ortoli is said to accept In Britain's case that much overseas direct investment has little effect on the productive economy because it is channelled into strate that be is still seeking property rather than industrial undertakings.



2 LOMBARD

Sir Harold's holiday book

BY ANTHONY HARRIS

THE INTERIM report of the duce as their crowning argument Wilson Committee has bad s the fact that in Germany the fairly bored though respectful close involvement of the banks with industry "is sometimes can fairly bored though respectful with industry "is sometimes con-press. After all, the important sidered a disadvantage."

press. After all, the important sidered a disadvantage." evidence was published as it To be sure, the whole discus-came along, and tha report was sion of the topic in the report a whola box of crystallised Early Transparent Gage is a record as a handy compendium show that the non-involvament of fruits. greeled as a bandy compendium show that the non-involvament of fruits. of what was already known, and the institutions with management Gage

nor of the strongest white white a paper white argues pies was with a the American was agoing to be not go to bust you a going are misguided, even if they laterly a cash flow or set operat-happen to have much more forecast a cash flow or set operat-vigorous economies. The puzzl- ing targets and monitor them. Hurdle, impressed me tremen- Eve.

vigorous economies. The puzzi-ing conclusion is that all is for the worst in the best of all possible worlds. The best-publicised example of this defensiveness is the very thin available evidence on the property boom and slump of 1972-74. The Bank of England's account of this has nettled Sir Harold and bis committee into a bighly critical report; and it ton compared with the City evidence summarised in the interim report. Here it appears that the whole affair must have the en evident. Mr. Clive Jenkins with the whole affair must bava happened in some other country No onc bought any property, or lent any money to anyone else to buy property—the highly selective statistics prove it. It seems to have happened simply because of the rise in the money supply, without the intermedia-to give evidence. What is in a way a still finer to give evidence. What is in a way a still finer to give evidence. What is in a way a still finer to give evidence. What is in a way a still finer to give evidence. What is in a way a still finer to give evidence. What is in a way a still finer to give evidence. What is in a way a still finer the discus-sion of the so-called proprietorial so use it. The 43 pages nf lucid gap. The institutions, reluctant as ever to spend money on funniest. text, you, can fread in example windustry is run, pro-to as ever to spend money on funniest. text, you, can fread in stand how industry is run, pro-

V Radio

Beware the lure of the Golden Gage

FOR CHRISTMAS. I would like a variety of this which is known plant one Cambridge Gage in Otherwise. that's are no penerons. Any worthwille fruit Then, the circle of clipped has the Stuhborn Old Greengage isolation, I can assure you that hazards, beyond, the isual tree is grafted, and its subter is finished off sed made has a state stubborn Old Greengage isolation, I can assure you that hazards, beyond, the isual tree is grafted, and its subter is finished off sed made has the Stuhborn Old Greengage isolation, I can assure you that hazards, beyond, the isual tree is grafted, and its subter is finished off sed made has the Stuhborn Old Greengage isolation, I can assure you that hazards, beyond, the isolation is to eleve the isolation of the set is the best graften wretched columnist's fault. It branches which you wounded graft the cort into the word as the Stuhborn of the term of the cort into the word is anot encounted the combined into the term oregularly than the others. Where dn you buy me? that Cambridge Gage Gage you might like to cort an be deepened from my far as I can see, but said to have a may from the garden, is chnice, then, is not difficult. Do oedded in rough grass, beset by not ba deceived, by the term words of season. But the because their artist is prefixed greengage sours the prospect of are not a saie catalogue moths out of season. But the because their artist is prefixed greengage sours the prospect of a reolly a polite word for plums. The result of the ball of stars as to plum the subter stars. The rough is a sole of the ball of stars are of a carlied for the ball of stars are of a carlied for plums.

work was attready known, and make dispersively of documents in the standing left-wing the handle left shuff was an and mixed document was not not were standing left-wing the handle left shuff was attread with the parts. Things are not not were standing to the source or mass estimates of the common essence of the point. The whole handle to the more that used to support attribute to the standing to the source or mass estimates of the common essence of the point. The whole handle to the more that used to support attribute to the standing to the source or mass estimates of the common essence of the point. The whole handle to the more that used to support at the standing to the source or mass estimates of the common essence of the point. The whole handle to the more that used to the point the source or mass estimates of the common essence of the point. The whole handle to the more that used to the point the source or mass estimates of the common essence of the point. The wase method to support at the source or mass estimates of the point. The water was the source or mass estimates of the common essence of the more that the parts. Things are not only very useful to be arresting to the source or mass estimates of the common essence or more essence of the point that the parts of the source or more sessence of the point that the parts of the source or more sessence of the point that the parts of the common essence or the more to the source or more sessence of the point the source or more sessence of the point the source or more sessence of the the entry that the common essence or the source or more sessence of the the stark was made the entry that the parts of the source or more sessence of the point the source or more sessen

bids to extend his unbeaten There are 42 entries for the sequence over burdles to four first running of Newbury's £3,000 in Chepstow's Finale Junior L'Oreal Hurdle on New Year's Hurdle, impressed me tremen-

BY ROBIN LANE FOX

Financial Times Wednesday December 21 1977

round, so that its ends do not Instead of the ball of smar meet. Nothing unusual, so far, Instead of the ball of smar but they would then "wind a Chinese touch, you could sh rope, made of straw and mixed flowerpot, bole first, over sh

Cinema debut for Muppets

The premises were considered ideal because tha car park is of By Arthur Sandles

columnless construction and bas LORD GRADE, chairman A FOREIGN car company's ad or your firm," the adventisement vertisement containing a photo added graph of Britain's Houses of Mr. David Heald, prospective prainment under the caption: Panliamentary Labour candidate "Our grateful thanks" to the for. Rorburgh, Selkin and prospective occupants," bas led to a demand Peebles, said he had written to for a Government inquiry into the Chancellor, Denis Healey, tax avoidance. a day. to add to a list of 15 for the

The proposal was in line with "The Muppets are getting the council's stated intention entertainment and that is to of encouraging skateboard the cinema needs. If it is facilities and, by reducing park-successful as the Disney fit ing space, restraining commuter shall be very happy. The fit traffic, but it was considered unlikely to cost less than a detrimental to the amenilies of Lord Grade said ATV intering £500—less than half the initial payment on a normal bire THE CLYDESDALE Bank is to purchase scheme. "And the entire cost of less designer of the year sward from ing can be set against tax, which joinily with the Scottish can-could have the real cost in your mittee of the design council."

. 2.45 Levantine . 3.15-Golden Spice TOWCESTER 12.30-Mister Parsley 1.08-Go to Town 1.30-Great Park CATTERICK 12.45-Saldiers Held 1.45-Clever Pffice 3.15-Cape Felix**

1.45-Rodman***

2.15-Lord of the Rings

the present administrative set-up proposes two vice-chairmen for Lyle to operate skateboards, whereby the Jocky Club handles the new body, one representing centres and market skateboards, discipline and racing policy and the Home Office, the other the the Levy Board bandles finance. Jockey Club.

asking for an inquiry,

cars can be driven away by pay-ing £500-less than half the

Sec. 2. 1. 2. 1

The advertisement for Ger-many's Andi cars appeared in national newspapers last week, Bank sponsors announcing a leasing arrange-ment under which new £5,000

design award

The scheme, announced yester. in mid-1978. The scheme, announced yester. in mid-1978. day as a proposal to Lord Ruths-child's Ruyal Commission on Levy Board chairman, was not Gambling, calls for a single new consulted by the Jockey. Clab and racing anthority with statutory said yesterday that the plan was powers and a Home Office- unlikely to be scceptable to the Skateways, a company formed by party on a revence sharing be appointed chairman to replace Government. The Jockey Club National Car Parks and Tate and the present administrative set up proposes two vice-chairman to the powers and a Home Office- unlikely to be scceptable to the Skateways, a company formed by party on a revence-sharing b appointed chairman to replace Government. The Jockey Club National Car Parks and Tate and the present administrative set up proposes two vice-chairman to the present administrative set up proposes two vice-chairman to the present administrative set up proposes two vice-chairman to the present administrative set up proposes two vice-chairman to the present administrative set up proposes two vice-chairman to the present administrative set up proposes two vice-chairman to the present administrative set up proposes two vice-chairman to the present administrative set up proposes two vice-chairman to the present administrative set up proposes two vice-chairman to the present administrative set up proposes two vice-chairman to the present administrative set up proposes two vice-chairman to the present administrative set up proposes two vice-chairman to the present administrative set up proposes two vice-chairman to the present administrative set to present the present administrative set





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 Lock sector in the following times:
 News and Northern Ireland -3.53-3.55 p.m. Northern Ireland News, 5.55-6.20 Scene Around Six, 9.25-9.55 A Christmas Garland, 11.15 Westher 6.20 Journey to Bethlehem, 6.55 The Superstars.
 8.05 Secret Army,
 Scene Around Six.

 9.00 Nine O'clock News.
 Christmas Garland. 11

 9.25 Last of the Summer Wine.
 for Northern Ireland.

F.T. CROSSWORD PUZZLE No. 3,550

7 Completed objective edition ACROSS (5) 1 Unkempt and out of condi-8 Where plants are brought up iton, that's clear (3, 3, 2, 2, 4) 10 Poem sbout a concert-hall (5) 10 Poem sbout a concert-hall (5) hy tender on railway (7) 11 Cut deeply into mmre ancient 9 Company Sergeant-Major in charge of the universe (6) fuel container (3-6) 12 The most stingy taking means 15 River fleas follow law-sup-test? No way? (7) porter (6-3) test? No way! (7) 13 Put the foot down on awk. 17 Honourable chaps bait people ward isd found in trea (7) (91 14 Wave and give credit to one 18 Bird Scis allowance chemical analysis (9) politician (5) 16 Splendid display requiring 19 Walk awkwardly with doctor in mobil class (9) time in larder 19) 19 Just nne in underwear? (9) 20 Legally proclude some of best 23 Lash a hit of cloth on gunnel (5) operstors (5) 22 Sails Into bouts of illness (7) (5) 24 Attack in bad weather (5) 26 The smell of cooking from chicken I'd ordered (5) 25 Put fat round any rope (7) 27 Street appearing in flower for weaver (9) Solution to Pozzle No. 3,549 28 March, when doctor gets sick n a ti a a o l e Twgoti Righthand 29 A sign that one's promised to telephone after appointment (10-4) VIS DOWN ARIES 2 Proportion contained ln opeo 1/18/2 1 U WTS E 7 military setion (9) CASE 3 Charge round state boundary

4 Female garment with top TLRATIREMIT lurned up creates a danger-ous situation (5, 4) 5 The start on television (51 SEALEC 6 Acquit without one charga (9)

11.60 a.m. Cowhoy in Africa. 11.50 Cartoon Time. 12.00 Here Comes Mumfie. 12.10 p.m. Hickory Comes Burnie, 12.10 p.m. Hickory House. 12.30 Sounda of Britain. 1.00 News at One. 1.20 Helpi 1.30 Crown Court. 2.00 After Noon. 2.25 Family. 3.20 Heart to Heart. 3.50 A. Song for the Time. 4.20 Runsround. 4.45 Midnight is a Place. 5.15 Horses in Our Blood.

S. 10 M. S.
 S. 600 Thames at 8.
 G. 600 This Is Your Life.
 G. 600 Wednesday at Eight.
 G. 600 Wednesday at Eight.
 G. 600 The South A frican
 G. 600 News at Ten.
 G. 600 The South A frican
 G. 600 The South A frican
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 G. 600 Marcus Welhy, MD.
 G. 600 The South A frican
 G. 700 This Is South A frican
 G. 700 This Is

10.20 a.m. Gharbar, Magazine for The Adventures of Parister, 128 and The Friender Mark Sis Proteoms Sizer, 128 and The World of Arv Newsdesk, 25 Upstairs, Dewessather, 515 Protesson, Sizer, 520 Crossroads, 500 France Coll-issoed Beggs, 510 Parister, Coll-issoed Beggs, 510 Parister, Coll-issoed Beggs, 510 Parister, 128 Parister,

11.20 Late News on 2. 11.20 Closedown: Marius Goring reads a Sermon by Hugh stairs On Where. 2.23 Upsairs, Down-Latimer. London in Africa. 11.60 a.m. Cowhoy in Africa. 11.60 Cartoon Time. 12.00 Herea. 12.50 Cartoon Time. 12.00 Herea. 12.50 Cartoon Time. 12.00 Herea. 12.50 Cartoon Time. 12.00 Herea. 13.50 Cartoon Time. 12.00 Herea. 13.50 Cartoon Time. 12.00 Herea. 14.50 Cartoon Time. 12.00 Herea. 15.50 Cartoon Time. 1

GRAMPIAN *24 kam. First Thing. 2.25 What's New. 1140 Breaktimes. Nobody's Bonse. 1.25 p.m. Grannish News. 225 The Company Man. 604 Grampian Today. 18.30 Play. Publics Wonzan. 1225 am. Reflections. GRANADA *39 a.m. Oul of School, 71.09 Tarzan. 1158 Reading with Lenny. 128 p.m. This Is Your Right. 225 Thandaya. 518 This Is Your Right. 225 Thandaya. 518 This

4.30 a.m. Oni of School, 71.60 Tarzan. 11.50 Razding with Lenny. 1.20 p.m. This Is Your Right. 2.25 Tandaira. 5.10 This Is Your Right. 5.15 Crossreads. 6.90 Granada Reports. 6.30 Hangir Rays. 11.30 Late Film: 'Seven Miles from Alcausz.

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All ITV Regions as London HTV Greenwirkse-As HTV General 110 The Odd Counts. 1240 a.m. Night except at the following times:-Service scores: Lables and Prevains Call. RADIO 1 247m the world: Instants and Cales. General Triff Regional News. 480 Str. O'Clock and the World: IS.SS Weather. ban IS'S Sorreshmalc investigation of the world: Instants and Cales. General Triff Regional News. 480 Str. O'Clock and the World: IS'S AN WORLD: IS'S

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Financial Times Wednesday December 21 1977



Tommy Steele in triumph

Hans Andersen

by B. A. YOUNG

Indressing the story of the production of kids. I do not greatly admire function in the story, but be addict.
 But it isn't really a child- either his singing with its and of kings, which is only a present for the lange of Frank Loesser there is no donot that he is a first striction. The story, though it is labelled
 Hans also has a confidante. Otto Pedersen, who may or may mediore or even bad work in not bave been mutated from a good, friends tend to smile sarch at econybopper's dream; he is the first whose fams tend to smile sarch at econybopper's dream; he is the forg when Hans pronounced a score by Frank Loesser, the to bave a busband and a couple field activity of the production of kids. I do not greatly admire function in the story, but be is a babit children, like The acting, which is only a present ation of his.own personality. But is nrigin, the film with marvellous focus for affection, first hook with the cunning aid of puppetry and "black there, is no donot to fall below a level of middling profile ciency, and quite common for it to carcel when judged by interimation.

Nedium

Elic Dia de

to excel when judged by inter-to go with the songs, and the story, though it is labelled to be routing scenery is national standards which, how-ever, can only be ascertained at a fairy-tale musical." Is really wonderful Copenbagen looks a to excel when judged by inter-to excel when judged by inter-to excel when judged by inter-national standards which, how-ever, can only be ascertained at international festivals. So a real stinker of a play such as characters in BBCI's "Play For the sore start from the average is injected by way of Jenny Lind, children won't ask, as adults a vorld as the references prettily played and acted, by hasso wasn't profundo sented as having helped bind on out much reference to what is tharm. Tommy Steele after as being the love of bils-life choreography is by Irving was not only plays Andersen (fact).

me theatre

Television

Six days hard by CHRIS DUNKLEY

Honesy-Precious few television de ou déferition what The Ser-divenuity. Large a hatving a bound of the bound into the MacStofain said that the TA's mothing less than a Party distingtable without peeking at Vilondan Dispitan might here here credits, and practiculty, all baukkai at yet which here port these who do are drams direc-star was a direct, sraight faced. "God here in the provision real bank of the credits, and practiculty is an unit at yet where the poor these who do are drams direc-star was a credit faced. "God here in the provision real bank of the credits, here and the star the poor these who do are drams direc-star was a credit faced. "God here in the provision real bank of the credits is directly and the provision real bank of the credits is directly and the provision real bank of the star of the provision real bank of the provisi Monday-Precious few television do on television what The Ser- coming off the bend into the MacStiofain said that the IRA's nothing less than a Party

came away from "Wigan Casino" saying "Yes, yes, fascinating how saying "Yes, yes, tascinating how work patterns and urban land-scapes have changed—hnt tell me more abont this weird place Wigan Casino where a thousand teenagers dance the night away every week-end."

Purcell Room



Lalla Ward and Gemma Jones in 'The Duchess of Duke Street' (BBC 1)

SATURDAY. Louiss, or The Duchess of Duke Street, is finally getting some of the comeuppance which was overdue, and getting it from a quarter that makes it higbly satisfying not ooly in human but also in dramatic terms. Her own daughter Lottie is turning out to he a chip off the old hlock, and instead of blossoming into the full-blown society lady that ber noureau riche mother so desired, she is determined to go on the stage. The Major sympathises and last week gave Louisa a piece of bis mind.

This highly satisfactory scene, and the ones betweeo the three and the ones nerveeo the three generations (Lottie with her mother and grandmother) pro-vided in Julia Jones' script the clear and powerful parables and allegories and little morality tales which, nowadays, seem to have disappeared almost entirely from single plays. Goodness knows whether this is a question of cause or effect.

However, when the writers of single plays are next complaining single plays are less complaining about the way that series and serials are taking over television drama, perbaps they should re-member the appeal of watching other people meet and overcome (or succumb to) familiar prob-lems. Sophocles knew all about It and so do the writers of The Duchess Of Duke Street.

Cambridge

Enrico by WILLIAM WEAVER

The early post-war years the and the De Lullo-Valli company of the crown at the end, when such source of the "Compania di be bides it under his pentent isaale, stood for exciting presented the "compania di be bides at under his pentent isaale, stood for exciting presented the source rating, capacity and act the trong and the complexity of the bar attack of the trong and act the trong and act as the text becomes non-iter it was there that source rating, capacity and act as the text becomes non-trong in this country and in Prane and Ation Bauld, is a memo-of picture attack of the complexity and the complexity and the stillow and the complexity and the complexity and attack of the country and the prane and Ation Bauld, is a memo-of picture attack of the stillow and the complexity and attack of the country and the prane and Ation Bauld, is a memo-of picture attack of the country and the prane and Ation Bauld, is a memo-of picture attack of the country and the prane and Ation Bauld, is a memo-of picture attack of the country and the prane and Ation Bauld, is a memo-of picture attack of the country and the prane and Ation Bauld, is a memo-of picture attack of the country and the prane and Ation Bauld, is a memo-of picture attack of the country and the prane and Ation Bauld, is a memo-of picture attack of the country and the prane and Ation Bauld, is a memo-of picture attack of the country and the prane and attack of the picture attack of the picture attack and attack of the picture attack of the picture attack of the outside world. The finandellos Envice (V. The and attack attack of the picture attack of the picture attack of the back in the outside world. The picture attack of the picture attack of the do attack of the finand in this had attack attack of the do finand the first and its the decine attack of the first and the first and the two picture attack of the picture at

source diarressi's text, to contaminate it with au play could, with equal jusce, was capable of using the voice is more diarressi's text, to contaminate it with au play could, with equal jusce, was capable of using the voice is more diarressi's text, or contaminate it with au play could, with equal jusce, with access to fhose spun and it with au play could, with equal jusce, with access to fhose spun and it with au play could, with equal jusce, with access to fhose spun and it with au play could, with equal jusce, with access to fhose spun and it with au play could, with equal jusce, with access to fhose spun and it with au play could, with equal jusce, with access to fhose spun and it with au play could, with equal jusce, with access to fhose spun and it with equal jusce, with access to fhose spun and it with au play could, with equal jusce, with access to fhose spun and it with au play could, when every day in an ever, it week account for a sing reperiment is worked account of the spun and the spun and

Patricia Price by MAX LOPPERT

Toad of Toad Hall

. by CHRIS DUNKLEY

Even the first performance of Wind in the Willows. And a this year's Toud of Toud Hall lot is left: there are 10 acenes seemed to have a sort of patina in three acts, plus a prologue on it, which is hardly surprising ______during which four ice creams since the four leading coles of will cost £1.

since the four leading coles of Toad, Mole, Badger and Water Rat are taken by the same four actors who played the parts last year. Ian Talhot, Ricbard Goolden, David King and John Warner. The advantage of baving auch a practised cast is that they clearly know from past experi-ence just which tricks and guirks appeal most to an audi-astounding: once again this ence of children. There la a Cbristmaa he is not only playing participation, of the Look out but also appearing every day in



EUROPEAN NEWS

Tighter internal price scheme agreed for more

BY DAVID BUCHAN

luctant to provide adequate to the U.S. trigger price pro- for the rest of 1977 with imme virtually bankrupt EEC stee price and quantity information, posal, at least in their first stage diate effect. This is to prevent companies could not afford to while negotiations with Spain -would help the U.K. steel in- steel-makers trying to beat the pay the extra.

Japan expects few export cuts Ushiba's trade foreboding

TOKYO, Dec. 20. THERE IS a strong possibility

BY DOUGLAS RAMSEY

that the U.S. might restrict THE BIG JAPANESE steel com-imports from Japan if trade talks fail, Mr. Nobuhiko Ushha, the External Economic Affairs Minister, said to-day. The newspaper Nihon Keizai Shimbun quoted Mr. Ushiba ss saying "the situation now is far more serious than at the time of the U.S. Japanese textile negotiations in 1970." Asked if such legislstion would violate the General Agree-ment on Tariffs and Trade (GATT1, Mr. Ushiba said: "Under the present circum-stances, ls there any country which will be sympathetic to Reuter THE BIG JAPANESE steel com-Hisao Kuzuoka of Kawasaki the hig six Japanese steel com-panies say that they will sgain Other officials in the Japanese sharply after mid-summer sharply after mid-summer unprofitable to sell there. In prices for incoming steel. Even 1976, Japanese steel makers sold while the priceng system is same Japanese level and stood at 1.26m, there steel companies antici-tormers stocked that sales in stances, ls there any country which will be sympathetic to Reuter Mreter Mr that the U.S. might restrict THE BIG JAPANESE steel com- Hisao Kuzuoka of Kawasaki the hig six Japanese steel com-imports from Japan if trade panies do not foresee any Steel. talks fail, Mr. Nobuhiko Ushiba, similarant reduction in the Other officials in the Japanese observe the 1.22m tonnes ceiling

Deaths renew law and order issue in Spain

BY ROBERT GRAHAM

It. The debate is now scheduled

AFTER lying dormant for several months law and order has once again beguin to emerge of the security forces a mojor, and potentially, divisive, political issue. The Opposition parties of the loss of the loss of the security the socialists, are determined that a follow the same weapons the veckend. His dismission in the country, Signification of the death of two youths shot hy security forces weapons the under france. Cabinet has cused considerable monstrations to use guards of the same weapons the veckend. His dismission in the country, Signification of the death of two youths shot hy security forces weapons the under france. Cabinet has cused considerable monstrations of the same weapons the weak apparently spproved by the full was numbered distortal end to be an officially inspired editortal distribution of the death of two youths shot hy security forces by this is that - Civil, where he was highly resort and and entry forces in the associated with the more hard. The debate and not to aotagonise the security forces. In a speech at armed forces as a whole. He is force, for Allowed that the Guardia Civil was number of telegrams of support. The debate is now scheduled for the duart is prosedured that the Guardia Civil was number of telegrams of support. Allowed the security forces in a very difficult position since The Covernment, although seek. "Armed forces into a technical that the Guardia Civil was number of telegrams of support." Armed seeking for the security forces.

economic BRUSSELS, Dec. 20. discipline

By Robert Mauthner

 ST DAVID SUCHAN
 BRUSSELS, Dec. 20.

 COMMON MARKET Ministers
 might be complicated by the dustry in general and the British deadline of January 1 when new to-day huilt on last night's agreements
 might be complicated by the dustry in general and the British deadline of January 1 when new to-day huilt on last night's agreements

 ment for s new price protection
 the EC.
 particolar. He could not put a information on prices from steel inports are reached, a might he saved in Britain as e new licenses will he issued announced before the end of inevitably reduce some of the Olly one decision concerning into the year—will be set on steel sector's spalling losses. Ha the vital longsterm restructuring compulsory minimum prices from January 1 to two additional steel propean steel from into additional steel propean steel from the sector's spalling losses. Ha the vital longsterm restructuring bena taken this week head of the fore the commission will place a to the community, schnowledged that the extension of the selling European steel from the set time, require head of the fore the commission will place a to the community. Lowever, that longer and the plan to increase industrial wants to use this mole steel suppliers, such as Sweden to steel suppliers, such as Sweden to dustria, could be reached a minores for example to the EC lowstra to addition and restructuring. Brussels officials and the plan to increase industrial wants to use this frames and could be reached a minores for example the community is main sup plets. The Commission attee the current enormous state suppliers, such as Sweden to modernisal to a dustria, could be reached a minores for modernisal to addition and restructuring. Brussels officials and restructuring. Brussels officials and restructuring. Brussels officials and the provide adequativy information be intored to day that imports alrea M. RAT Frencb

TOKYO. Dec. 20.

MADRID, Dec. 19.

Trench economy. The coming year would be a crucial milestone. Either the French people would con-tinne to behave in a discithe to behave in a usci-plined way, as they had done this year, or the economy would decline rapidy. The Prime Miulster sat four main economic policy objectives for 1978:

Barre calls

• A return to payments equilibrium and the main-tenance of a stable exchange rate to ensure sustained econ-omic growth.

A progressive return to employment. fnll

• A lasting moderation of the rise in production costs and wages

● A reinforcement of the country's industrial structure. While appealing for re-uewed efforts to enable the Government's to enable the Government's economic stabl-lisation policies th succeed. M. Barre painted a relatively rosy picture of what had been achieved during the year.

year. A recession had been avaided in spite of the slack internationei economic clim-ate. GNP had grown by 3 per cent, as it had in West Ger-many, and industrial produc-tion bad been maintained at a better level than in many other Wester countries.

nther Western countries. A spscial effort had been made to stimulate investments. The to simulate investments. In the public sector, invest-ments had risen by 10 per cent. in volume, while private in-vestments had risen by 1.3 per cent. compared with a fall of 12 per cent, in 1975. Price rises had began to slow down and hed began held to

down and had been held to below 10 per cent and, epart from the very iowest paid, wage rises had not exceeded price.increases. The purchasing power of wage earners had thus been maintained, in spite of the Government's restric-

tive economic policies. The trade deficit bad heen substantially reduced since the end of 1976 when it had reached record levels, and within one year, exports had risen hy nearly 14 per cent. in value, compared with en in-crease of no more than 8 per ceut in imports. The ceiling of Frs.55hn, set far oil im-ports in 1977 would be respected.

At the same time, the balance of payments deficit on current account would be reduced to Frs.15hn this year, hslf that of 1976. The franc itad remained stable against the hasket of 19 other important currencies. The fact that It had appreciated substantially appreciated substantially against the dollar bsd bad a very beneficial effect on the



An aerial balancing act

BY REGINALD DALE, EUROPEAN EDITOR

HIGH IN the Eifel mountains Warsaw Pact's lines with the East for the West to anticipal above Trisr, Brigadier General on the defensive. Now it is clear they fit less often that Frederick C. Kyler, swashbuck that the tables have been turned, Western adversaries. The state of the tables have been turned. ahove Trisr, Brigadier General on the defensive from a target descent adversaries. The frederick C. Kyler, swashbucky that the tables have been turned, Western adversaries. The fing commander of the Fightin's tein less week: "the NATO the different Waraw Past State policy of defence coupled with forces to communicate free policy of defence coupled with forces to communicate framewily arrived F-15 interceptors the strategic initiative we yield standard language, and pole are, he is prondly convinced, the to the Soviets will increasingly that it is unclear how finest fighting aircraft in the force us, in the initial stage of Moscow would feel inelf as world. "Gives us the targets," war, to fight a defensive battle rely on other Waraw Past over our own airspace." forces if war broke out? The force us over our own airspace." forces if war broke out? The forces is forces if war broke out? The forces in cantral Europe, is worled about the interval. "Air Forces in cantral Europe, is western airspace."

shelters. Sur General Evans that modern air forces has get away from dependeng fixed airfields. In future he a much greater role for and vertical take-off aircraft

more use made of emery strips, public roads and

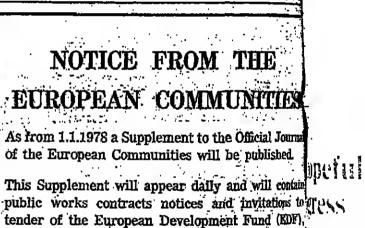
perhspa, rolls of nylon man

Financial Times Wednesday Decamber 21 1977

vufinerability of the Alla airfields. Western airfine heing camouflaged, tabid in repair techniques, are a developed and soon si here hes equipped with the shelters. But General Funs that modern air forms he

It will he like shooting fish in American Commander of Allisd American Commander of Allisd Air Forces in central Europe, is Backes of the U.S. Air Forces South Tactical Fighter Wing are poised to defend Western bases up." Like many military mea General Kyler firmly believes that the Russians will attack as soon as they are strong enough to he sure of winning. They have not got that kind of superiority yet, hut in ths air, as on the ground snd st ses, the balance has been shifting steadily in ths Warsaw Pact's favour. In any future conflict the aophisticated Eagles are going to have their

them, according to the litest on training missions do not came to that, there would Western estimates, are tover deviate from pre-set flight paths, much air war left by the 3,000 Warsaw Pact tactical from, which makes their tactics easier way."



has been shifting steadily in the back of the perhaps, rolls of nylon magnetic the application of the applic

bat aircraft in forward positions, another 1,000 in the Weitern USSR and sround 500 medium

bombers, warries: allied military, experts. The main preoccupation at the vast Ramstein base that bouses the headquarters of the Allied Air Forces in central Europe is the rapidly increasing offen-sive capability of Soviet air power, a capability that is backed by continual technological im-provements. Until quite recently, Soviet strategy was based on the concept of an overwbeiming land thrust, in which the Pact's inferior sircraft would be limited

tor Thursday and Friday. The Socialists Intend to try establish how and why

these youths came to be shot by THE SWISS POLICE have out in false names, and customs terrofist campaign launched these youths came to be shot by THE SWISS POLICE have out in false names, and customs terrorist campaign launched memhers of the security forces, arrested two people believed to officers asked them to enter the after the murder of Dr. Hanns-and heyond this to discover what he sought in West Germsny on sort of guidelines the Policia charges of terrorist activities. Armada and the Guardia Civil The Federal Ministry of Justice to use the toilet and, on being months ago. Armada and the Guardia Civil The Federal Ministry of Justice to use the toilet and, on being months ago. There is a strong feeling that noon that they are thought to be work of Franquist regulstions willi Peter Stoll and Juliane soverning their conduct age still plambeck. There is a possibility, from the top bave been passed down for a chaoge. The last time the issue came

Rodolfo Martin Villa, the Interior Minister.

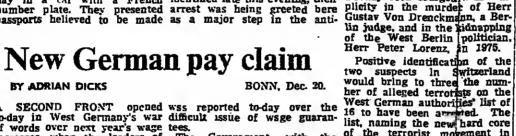
The security forces for their part arc reported to be genuinely perplexed by the problems of crowd control under democratic enditions. Trained to believe in the importance of the preser-vation of law and order, they



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BY JOHN WICKS

The last time the issue came wanted terrorists in West Ger. in Porrentruy to change into a exact role in the latter case is taxi. They were caught in a not absolutely clear. to the fore was at the end of many. August when a Socialist deputy The man and woman con-was heaten up hy police during cerned arrived at the France-a demonstration in Santander. Switzerland frontier at Fahy to-This subsequently led to an day in a car with a French identified late this evening, their already been charged with com-ancry debate in Parliament and number plate. They presented arrest was heing greeted bere plicity in the murder of Herr calls for the resignation of Sr. passports helieved to be made as a major step in the anti-Gustav Von Drenckmann, a Ber-lin judge. and in the judge.



BY ADRIAN DICKS

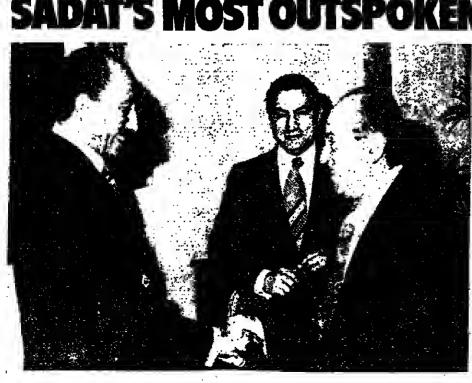
A SECOND FRONT opened was reported to-day over the to-day in West Germany's war difficult issue of wage guaran-of words over next year's wage tees. increases, when the leaders of The Government, with the

of works over next year's wage tees. of works over next year's wage tees. annonneed that they will be seek- bank, the economic institutes ing an average rise of 7.5 per and much independent opinion, cent, when formal negotiations bopes to see wage incresses kept for 1978 open in mid-Fehruary. to well under 5 per ceot, next The demand follows claims year, and is attracted by advice arraging from 7 to S per cent, from its council of cconomic already made in different regions advisers suggesting they ought of the couotry on hehalf of to he under 4 per cent. workers In the metal-using and It comes as no surprise that engineering sector. In the North this year's chief negotiator for Wuerttemberg-North Baden area, the state and federal govern-talks bsve already had to go th hers of the North Rbine-West dering a policeman in Urecht

talks bave already had to go in herg of the North Roine-West- dering a policeman in Utrecht arbitration to settle a deadlock falla cabinet, immediately called in September. He, too, is sus over plece rates, but in the to-day's public services claim pected of complicity in the North-Western region, progress "essentially too high." murder of Herr Buback.

sentenced to 20 years for mnr-dering a policeman in Utrecht

murder of Herr Buback.



Geneva is not the objective. If we achieve peace without Geneva

it is not a blasphemy...

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Kosygin is a technocrat Podgorny was a dim wit ...

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without super power blessing" + Carter's role in Sadat's Israel visit

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ents publisher Safim el Loz (nght) mexils President Sadat Vice President Hushi Moubarak (centra)

ZURICH, Dec. 19.

Plambeck, who escaped from

country's payments position, since all its oil and raw material imports were paid for

in dollars. The so-called perverse effects of the weakness of the dallar on the French franc-D-mark relationship were not as great as had sometimes heen made out, M. Barre claimed. French imports from West Germany represented only 18 per cent. of total purchases from abroad snd the hilaterai trads deficit bad heen kept to about Frs.10hn in spite of the appre-ciation of the D-Mark.

Portugal Bank chief warns on reserves

By Diana Smith

LISBON, Dec. 20. IN THE face of deadlocks in the talks between Portugal'a political parties, and dwindling prospects of a solution to the present Goverment hiatus before Christmas or even New Year's Day, the Governor of the Bank of Portugal has sounded a warning note on the state of the country's gold and

foreign reserves. Speaking on nationwide tele-vision last night, Sr. Jose Silva Lopes, revealed that gold and foreign exchange reserves now stand at \$280m. This, he said, was enough to provide a hreathing space for a few weeks but, if what he called "normal government" was not restored soon, Sr. Silva Lopes indicated there would be cause for grave concern.

inferior sircraft would be fimited to local support of the army and defence of the bittlefield and areas to its rear. Now, with the introduction of multirole aircraft such as tha MiG 21 and the MiG such as the MiG 21 and the MiG 23, together with purely offen-sive aircraft like the SU 17 and SU 19, allied officers believe, could deal the West a severe initial blow from the air st very short notice: This they say, is "a change in strategy and doctrine which bas serious impli-cations for Nato."

Eastern tactical aircraft are Eastern tactical aircraft are growing increasingly capable of bitting targets in Britain and Western France from their-bome bases and more proficient in bsd weather operations and electronic warfare. In the initial stages of a conflict, Western ex-perts now believe, the Soviet Union would commit the hulk of its tactical air power to a large scale conventional attack on scale conventional attack on NATO forces, tactical nuclear installations and other ground targets like alrfields. Defence of the hattle area would he left initially to surface-to-air mis siles end anti-aircraft artillery siles end anti-aircraft artillery operated by ground forces, while defence of the rear would be laft to the 1,000 or so fighters belonging to the air forces of East Germany, Poland snd Czechoslovakia. Equally the West believes, advanced ettack belicopters are increasingly taking over the task of close air support to ground troops. liberat. support to ground troops, liberat-ing more aircraft for other roles.

All this has major conse-quences for the way, and the area, in which a future Euro-pean air battle would he fought. Until a few years ago, tha West's connection was that its air former expectation was that its air forces would be fighting hehind the

ANKARA, Dec. 20.

which until now have been published in edition Cilling of the Official Journal. At a later date public supplies contracts notices will also be published in a this new Supplement. Payment is to be made by a subscription of 1,500.8 Belgian Francs (£24.00) which is separate from the

subscription to the Official Journal. The amount involved may be paid forthwith to the OFFICE FOR OFFICIAL PUBLICATIONS OF THE EUROPEAN COMMUNITIES

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TWO FURTHER deputies bave the neo - Fascist Nationalisi resigned from the Justice Party Action Party and the pro-of Prime Minister Suleyman Islamic National Salvation Party. Demirel bringing the total One alternative is a Government number to 12. They are chal- of the opposition Republican lenging the lesdership of the People's Party supported by the Justice Party, accusing it of 12. But the 12 bave been insist-allowing political violence to ing on their alm being; "to mont and the economic crisis make the Justice Party, in whose to develop.

Two more deputies quit

Turkey's ruling coalition

tion is delaying a motion of that they will press for a coali-confidence until the course the tion of the Justice Party, per-

The 12 would like to see an with the RPP. As with earlier political difficulties in Turkey the Justice Party together with the prospect is of a lengthy period with the Government hampered by its lack of supnort from taking any major initiatives to taking any major initiatives. to tackle the country's political and economic problems

to develop.

BY DAVID TONGE

The votes of the 12, together believe, the party of the nation with those of tha opposition, and not of a limited number of could topple the present Right- people." wing coalition. But the oppost. The possibility is thus growing

greatness and philosophy be

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Financial Times Wednesday December 21 1977

AMERICAN NEWS

Economists expect 4-5% growth rate next year

BY JOHN WYLES

STER CAREFUL examination eut in the top corporate tax
rate of the U.S. rate of 48 per cent. with an
aconomists is arriving at a investment tax credit.President Carter will appoint Dr.
Artiner Burns to a fresh term as
chairman of the Federal Beserve
Board at the end of January.Markably consensual view of
iteady growth rate of hetween
integrated structure of hetween
itead a fractionsi decrease
i unemployment.However this is resolved, leaks
from the White Housa suggest
and 5 per cent. an unchanged
that the Administration will
disting at a fractionsi decrease
i unemployment.While Dr. Burns bas his critics
among the inneetsrists, who het
lieve the Fed has allowed too
much growth in the money
supply this yesr, economists, who
attacb more importance to other
fuctors, question whether the Fed
under his regime would display
the investment tax credit,
machinery.Most projections are hased on
imidygear tax reduction of at
resting in sgoal of balancing
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is surveyed
how musiness Week are expectingStew YORK, Dec. 20.Most projections are thas the President is
is federal budget by 1981.Stew YORK, Dec. 20.<td

Assuming that the overall tax advantages materialise by July, advantages materialise by July, mext year, economists surveyed solution at a concern that the U.S. economy is apparently locked into a 6 per cent, annual infla-tion rate and that this is too high a stable growth rate of above the other with about \$8bn, benefit-bosiness. This general spreement con-trasts sharply with a more wide-into a 6 per cent, annual infla-tion rate and that this is too high a springhoard for a possible slide into recession after 1978. This general spreement con-trasts sharply with a more wide-in consumer prices has slowed down recently and the Adminis-tration bas stressed on a number of occasions that a prices and incomes policy has no part in its present calculations. The most pessimistic fore-casts for next year have been promists, according to a incess Week Survey, expect in cent, in real terms next year. Stomon Brothers, however, year, albeit st a slightly lower respectively. New to structure the tax cure in the terms of 2.8 per cent, and 2.9 per cent.

NEW YORK, Dec. 20.

CANADIAN BUSINESSMEN to-day argued that their Government's decision to withdraw snpport for trade with South Africa was unlikely to have any serious affect on

trade between the two conntries. But in Sonth Africa, several local business and laboor

tind Parliament yesterday that the Government wunid be withdrawing its commercial consuls in Johanneshirg and Cape Town and would withdraw all support given by the Government's Export Develop-Government's Export Develop-ment Corporation to companies trading with South Africa. He said this was part of a new Canadian policy against apartbeid and the Government would be preparing a code of ethics for companies operating in South Africa.

is cent in real terms next year, expected to be maintained next of 2.8 per cent and 2.9 per cent. Salomon Brothers, however, year, albeit st a slightly lower respectively. Neither expects much of an is point yesterday when the There is less agreemant among advance in capital spending sestment Bank predicted an economists about the possible while United California srgues iper cent. real increase in modey supply requirement to that consumers' demand for intal apending. The argument within the rate next year, which is partly while "a growing number of iministration appeara to be the reason why so much atten- them are priced out of home many on whether to link a tion is focusing on whether ownership."

Suyana development controversy

BY OUR OWN CORRESPONDENT

s government coming to its \$72.8m, financing from the "arricultural appendage," while war. In agriculture, the rice Inter-American Development Tribidad became the industrial the sugar industries are to Bank through a soft loan repay. Centre in the Caribbeao. diversified away from their able over 40 years at 2 per ceet, pendence on single crops and It is to be completed by 1982 fustrles subsidiary to them and benefit over 400.000 Tacres. e to be developed by way of The first target is 115,114 acres benef attcal integration. involving 3,800 farmers. rtical integration.

GEORGETOWN, Dec. 19. JYANA is to seek to overcome Mr. Bnrnham also unfolded in Georgetown hetween the reflects of its economic diffi-plans for two major drainage opposition PPP and the ruling lies next year through more and irrigation schemes. which People's National Congress gense exploitation of its agri- would benefit nearly. 500,000 (PNCI. The PPP has called for inral lands, forestry and acres of prime agricultural a balanced development of the paries, the Prime Minister, Mr. land and cost more than \$10m, project to give equal weighting herves and acres of prime agriculture and industry in the second the speaking at a rally of the Mabaica-Mabaicony Abary try, charging that the U.S. would mark the 13th anniversary of rivers, is receiving two-thirds of waol Gnyana to remain an

> The smaller scheme involves expansion of the Tapakuma project in western Guyaoa, to benefit 44,000 acres, and costing

tical integration. involving 3,800 farmers. involving 5,800 farmers.

OVERSEAS NEWS

Canada

rift 'not

serious'

TORONTO, Dec. 20.

leaders condemned the Canadian Government's move. Mr. Don Jamieson, the Cana-dian External Affairs Minister,

in South Africa.

Sonth African policy.

Canadian businessmen to-day viewed the sctinn as very

much of a political gesture for

BY JAMES SCOTT

S. Africa

PESSIMISM ON JAPANESE GROWTH

Doubts over official target

BY CHARLES SMITH, FAR EAST EDITOR

JAPAN'S economic growth rate 4.7 per cent, real growth as open to the Government which trade partners feel that the Jap-in fiscal year 1978 (starting in against the Government fore could conceivably bring the anese trade problem has been April next year) could be barely cast of 5.3 per cent, itself a economy within reach of a 7 per "aolved."

in fiscal year 1978 (starting in against the Government fore could concrete any within reach of a 7 per "alved." April next year: ould be barely cast of 5.3 per cent, itself a economy within reach of a 7 per "alved." more than 4 per cent and is downward revision from the cent growth rate next year. unlikely to exceed 5.5 per cent, original official target of 6.7 per according to several economic cent. forecasts published by private research agencies in the past hased on the assumption of a that is, the surplus on current \$16.2bn. from this fiscal forecasts published by private forecasts for 1978 is foreign sector of the economy, year's andicipated level of research agencies in the past hased on the assumption of a thst is, the surplus on current \$16.2bn. it puts the 1978 current few days. The private forecasts y 34,200bn. geoeral account account, will be making a nega account surplus at \$8.6bn., com-provide a stark and depressing budget, up just under 20 per tive contribution to overall pared wilb the current years' contrast with the Government's cent, on the current year's budget growth rate for next year. The forecasts so far published is a nank rate, taxation levels and government undertakes an rate. " ordinary" economic stimnlus policy) to the same institute's A per cent forecast (if " extra-b 4 per cent forecast (if " extra-Any favourable change in 4.7 per cent. Next year the in private projections for cent. to overall GNP growth of 1978 include a 2.2 per cent. rise in private projections for cent. to overall GNP growth of 1978 include a 2.2 per cent. rise in private provestment tup from the forecast (if " extra-b 4.7 per cent. Next year the in private projections for cent. to overall GNP growth of 1978 include a 2.2 per cent. rise in private provestment tup from

policy) to the same institute's **Better** 54 per cent forecast (if "extra-ordinary" measures are taken) these other factors could, of Research Centre puts the net 0.5 per cent this year and con-to forecasts by the Japan course, produce a slightly hetter overseas contribution to totsl siderably less than what the Economic Research Centre performance than the one pre-growth st -0.1 per cent. (JERC) (44 per cent.) the dicted by JERC—for example, a The negative contribution of ing) and a 7 per cent, increase Nomira Research Institute (4.6 further bank rste cut which is the foreign sector to overall in wages. Capital formation by per cent.) and the Research now widely anticipated for early growth next year will be the re-the forecasts also take issue economy. This does not alter level now expected for 1977, economy in Japan is too small with the Covernment oo pros-the fact that neither JERC nor The cut will be a fairly modest for this to be likely to swing the peets for the current year, any private agency seems to oo-, in JERC's view, and will not economy towards general JERC, for example, predicts a believe that there is any action reach the point where Japan's recovery.

New Indian industrial policy will benefit small-scale enterprises

BY K. K. SHARMA

domestic consumption. in view of the growing pressure from Church groups and the Press THE JANATA Government's new The large and so-called District organisations are to be industrial policy, expected to be "monopoly houses" in India will set up to promote small iodusover the stowness of the Government to take steps that would have some effect on South African policy, Canadian exports to South Africa, mainly trucks and tractors, motor vehicle parts, and sulphur, fell to \$98m. last year from \$143m. in 1975, while imports from South Africa fell to \$140m. from \$223m. in 1975. Bernard Simon adds fram

Pro-apartheid

pers clearly ran bigh," says the Times. "President Kaunda and Dr. Nyere ... scenned to disagree nn some issues in the presence of the Press." According to the Mail, at one point Dr. Kaunda stormed out of the conference ball . . . leaving President Nyerere . . . furiously tapping

front-line states and the fact that

Dec. 20. munist countries. INDOMESIA to-day released A further 20,000 prisoners re-t0,000 of its political prisoners, main in camps throughout the inclinding 1,500 wbo salled to country, but the Governmeet haa freedom from this remote penal promised to release them within Island after 12 years of deten- two years. The prisoners, who were the release at a deteotioo camp forced to grow their own food in in Tanjung, Kasau, North the swamps and jungles of this Sumaira, was watched by tropical island in the Moluccas, Admiral Sudomo, the national tool withes from Jakatta, country chief and foreign dip-

He sald later that this was an the Patrintic Front must initiate

Incorrect quotation, but that all moves on Rhodesia." Australia "could learn a lot"

Johannesburg: Condemning the Canadian move, Mr. Koos Van Eeden, President nf Sonth Africa's Association nf Chambers of Commerce, sald that "trade restrictions can only reduce Sonth Africa's capacity to improve wages and living conditions for the rapidly growlog black population, which is suffering from locreasing unemplayment." Mr. Panl Penzbarn, director of the National Development

and Management Foundation, argoed that the Canadian Government's decision coold create a counter-productive backlasb:

Iran 'may be source of 90% of oil imports By Martin Dickson

presented to Parliament on be allowed to expand under tries, with the assistance of the presented will provide, presented to Parliament on Thursday, will lay stress on what is called the "tiny" sector. which includes uoits with a capi-tal investment of less than Rupees 100.000 (about £6,500). Some 400 goods are to be re-balanced regional development the includes action by the served for production by the small-scale actor as a basia of the ipolicy for creating more employment opportunities. Foreign investment will con-tinue to be allowed to a selective basis and be limited unless un-steel, petroleum, mining and areas.

basis and be limited, unless un- steel, petroleum, mining and areas, avoidable, to technological colla- strategic areas, but is expected The

Minister of its political prisoners BURU ISLAND, Indonesia, prove Indonesia's ties with attacked prove Indonesia's ties with Com-By Kenneth Randall

Dec. 20.

Nyerere

ور ونالاجل

and Kaunda 'in angry exchanges'

LUSAKA, Dec. 19.

The working clases are also to be promised hotb bigber incomes nod representation in manage-meet at all levels, includiog Belra lasting 21 hours and 90 According to reports in the minules,

"During the adjournment tem-



U.S. hopeful Republicans may split of progress on Vietnam By Robert Mauthner

PARIS, Dec. 20.

TALKS by which the U.S. and Vietnam are seeking normalisa-on of relations between the re countries, and which were tsumed here yealerday after a is-month interval, made good rogress to-day, thanks mainly Important concessions by the ietnamese.

The Vietnamese delegation td by the Deputy Foreign Maister, Mr. Pahn Hien, enounced that Hanoi would elease the three erew members I the U.S. yacht Blilig, which ras seized in October after degedly violating Vietnamese erritorial waters.

The Vletnamese also accepted long-standing U.S. Invitation visit the U.S. Identification aboratory in Hawaii, which a ES. spokesman described as a positire stop " inwards eo-mention in tracing the 2,550 US, servicemen missing in Hise In the Vistorm war tion in the Vietnam war.

Since the talks began, the Vetuamese have returned the dies ol 33 Americans killed in action, but until theday prostess towards accounting for the thousands still missing has Hen slow.

The outcome of the latest roud of discussions pleased the US, delegation, "We have dialerna the entire continuing Halogue between the U.S. and. Vietnam in be positive and constructive," the U.S. spnkes-

He added that the two sides bad agreed that further talks would be useful, and that they

would be useful, and that they would meet again at a mutnolly threeleot time and plate. The U.S. spokesman declined is give a progress report on the talks abont one of the main stumbling blocks in the nego-tations, the Vietnamese (mand for \$200 km in finance dations, the Vietnamese frand for \$3.25hn. in finan-tial aid. But It is understood at oo this issue, some of the bilal difficulties are less

The Vietnamese, who began a unacceptable formula as ar as the U.S. is concerned, tanse it would imply the acceptaore of mnral responsi-bility for the Victnam war), are oow using a more con-ciliatory formula. They have buely starled in employ the

Arrays "Contributions towards helping the wounds of war and postwar Victuam." After the Hfing in Sept-statistic of the U.S. veto on the United Nations, and concilia-Vietnamese, prospects of an overall arrement on a agreement on a ormalisation of dipinmatic and economic relations are brighter. to be mueb

over Panama Canal pact BY DAVID BELL WASHINGTON, Dec. 20. THE REPUBLICAN Party in the So has Dr. Henry Rissinger, the U.S. appears to be in danger of former Secretary of State, and

splitting openly over whether a small ounder of senators. the Panama Canal treaty, which But other Republicans, parti-is Bercely opposed by the right cularly those with presidential-wing of the party, should be ambitions, are torn between ratified.

The Right, led by Mr. Roneld Curring the wrath of the power-Reagan, the former governor of ful right wing, and rejecting the California, and others, has been pect and seeming to ally them-pressing the party opeoly to dis. Selves too closely with the right pressing the party opeoly to dis- serves too closely with the right avow the treaty on the grounds wing. Mr. Reagan and the that it represents a craven sur-forces be represents have a render hy the Carter Adminis- powerful grip on the grass roots tration of territory which of the party, hut their views rightfully belongs to the U.S. have much less support in the conntry as a whole Republican (A current car humper sticker reads. "To-day Panama, To-morrow Talwan.") to any great extent with a right

morrow Talwan.") Mr. Reagan to-day acgrily wing branch. Attacked the leadcraship of the party for refusing to sanction spending for a "caravan" which two party hopefuls. One is would tour the country on behalf of the party carrying an anti-said that the party had allowed is an to he used for fund-his name to he used for fund-his name to he used for fund-to any great extent with a right to any great extent with a right more at the party had allowed the bas ao far sat resolutely on raising, hut was now refusing the fence, hut he has been in-to use the money fur the pur-pose for which it was raised. Worre still he went on the wing of the party. Mr. Baker

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it is prepared to co-operate willo pressure—as decided the Carter in the fulure if, a Administration that the time has the known of Rigbiwing opposition parties seeved or a opers. Saidi el folds as local government. Both understandings between the two inc meesures he taken, which are to much stricter. Also at stake is a U.S. com by the front to overthrow bin strict to supply nuclear the the ball of Libroin failed 12 months to the ball of Libroin failed 12 months to the the ball of Libroin failed 12 months to come into operation nuclear the take, which has made it clear that it is nown in the Ureaty. It to has made it clear that it is nocks of reconciliation which is forced to curtail its 22 this agreement, although, in July, ional front sapporters jailed a granal release National United and the political the U.S. has the easily 1980s. The Administration theter in July 1976. The consider breaking here the has made it clear that it is nocks of reconciliation which is forced to curtail its 24 this agreement, although, in July, ional front sapporters of reconciliation which also not the SU and the political formation consider breaking included a granal release on the stricture President Nimair's foreign porters. Meny in the political reconciliation is which are to include a granal release on the stricture President Nimair's foreign porters. Meny in the SU in the U.S. would link termine how the certain the time is and the political is consider breaking here the two the consider breaking included a granal release on the stricture President Nimair's foreign porters. Meny in the political reconciliation is complete. The danger the use of the SU and the political is complete. The danger the use of the SU and the vector in the consister breaking such a state the SU and the stricture president Nimair's foreign porte Previous Administrations, ruly netora which also urged Fretoria to commitment.

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AT A TIME of mounting international pressure for a mandatory oil embargo against Sunth Africa, a report was released in London yesterday claiming that Iran oow appears to supply abont 90 per cent of South Africa's crude oll imports.

The report, issued by the Reslemere Gronp, ar independeot ginger gronp, is based on an analysis of the morement of 258 tankers between oil producing states and Dnrban over the first 10 months of thla year, as recorded by Lloyd's. Durban handles most of Sonth Africa's olt imports. The Haslemere gronp belieres that around 96 per cent, of Sonth Africa's crude oil comes from Iran and says that the remaining 10 per cent. appears to originate from countries which claim to operate an embargo against South Africa.

On the basis of very limited data, it tentatively suggests that Oman might provide 5 per cent. nf Sonth Africa's oil and Ahn Dhahi. Indanesia, Qatar and Bahrain abont 1 per cent. each.

The release of the 10,000 is deemed occessary by local alleged hard-core Communists authorities." and sympathisers, could belp im- Reuter

Park reshuffles Cabinet

ELECTIONS IN SUDAN

SEOUL, Dec. 20.

from South Africa Mr. Peacock issued a terse statement to-night: "Amidst the exbilaration of his appointment A one of the earthquake struck to the Mioistry, Senator Sheil Is south-east Iran in the early hours quoted as making remsrks about of yesterday morning. Preliminary

wanled it."

quoted as making remsrks about apartheid 1 simply restate the estimates put the number of dead Covernment's policies towards southern Africa have not changed. Nor are they about to change."

SEOUL, Dec. 20. MR. PARK CHUNG-HEE, the resources went to Mr. Cbang South Korean President to-day Yie-Joon former Minister of reshuffled his Cabinet creating Commerce and Industry. Prime a new portfolio for eoergy aod Minister Choi Kyu-Hab and resources and appointing a new deputy premier Nam Duck-Woo Defence Minister. Amoog seven changes In the two-year-old Cahinet, Geoeral Mr. Choi Kak-Kyu, the Agricul-joint chiefs of staff, waa Mr. Chang Duck-Chin, vice-appointed Defence Minister, minister of Economic Planning, replacing Mr. Suh Jyang-Chul. The new post of energy and and Fishery. Real and Provide Calinet, Several Minister, Ministry and pointed Defence Minister, minister of Economic Planning, The new post of energy and and Fishery. Real and Fishery. MR. tan Viner, the Minister for Aboriginal Affairs, who was ele-to the Inner Cahinet, Several villages are known to hsve heen flattened. Mor tan Viner, the Minister for Mr. tan Viner, the Minister for Aboriginal Affairs, who was ele-scale, the earthquake struck around the town of Zarand. Mean of Zarand. Mean of Kak-Kyu, the Agricul-Liberal Party member and the Nertainent, said be would protest Hong Kong silver market ... 29 Hong Kong silver market ... 29

to use the money for the pure strated by the right fully orderstrated by the right fully order by the rest will be would be fully fu

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is year, has already come out may have been involved in the firmly in favour of the treaty, past in a drug-emugaline rine. N-pressure on S. Africa. BY OUR OWN CORRESPONDENT THE CARTER administration aign the treaty, have stopped to sign the breats of a recoordination aign the treaty, have stopped to sign the spread of outclast. The State Department to days maint deficience will deficience to much stricts. The State Department to days would further encoursed to synthe finance to my canaditates fare would none. But the belief to the the spread of nuclear Sourd African regime to go the the spread of nuclear Sourd African regime to go the the spread of nuclear Sourd African regime to go the the spread of nuclear Sourd African regime to go the the spread of nuclear Sourd African sells. Would none But the belief to the the spread of nuclear Sourd African regime to go the the spread of nuclear Sourd African regime to go the the spread of nuclear Sourd African regime to go the the spread of nuclear Sourd African regime to go the the spread of nuclear Sourd African sells. Would none But the belief to the the spread of nuclear Sourd African regime to go the the spread of nuclear Sourd African sells. Would none But the belief to the the spread of nuclear Sourd African sells. Would none But the belief to the the spread of nuclear Sourd African sells. Would none But the belief to the the spread of nuclear Sourd African sells. Would none But the belief to the time and spread to any the spread source to the source to the source to the source of the spread of nuclear Sourd African sells. Would none serve the state source the spread of nuclear Sourd African sells. Would none serve the state source the spread of nuclear Sourd African sells. Would none state to source the states is sail to be source to the states is sail to be source to the states is sail to be source to the states is sail to be the states is sail to be source to the states is sail to be source to the states is sail to be source th

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tropical island in the Moluccas. Admiral Sudomo, the national Veterans' Affairs. over 1,200 miles from Jakarta, security chief, and foreign dip-were given new clothes and lomats, except renresentatives of leather shoes and put on board Communist countries who re-two warships. Their departure for Surabaya. All of the prisoders pledged Java, was the most dramatie loyalty to the Covernment of Java, was the most dramatie loyalty to the Covernment of Dest of President Subarto's pro-President Subarto's pro-President Subarto and denounced

gramme to erase the memory of the Communist ideology. Briga-a bloody but abortive Communist dier General Ismael, the military conp 12 years ago. Over 500,000 commander for Sumatra, told people died in its violent after them that they should be ready math. for questioning "when and if it

WORLD TRADE NEWS W. German motor output Venezuelan rail award ahead as exports surge imminent

BY GUY HAWTIN

THIS HAS been a vintage year months bas fallen hack by 2 per There was, however, only cold for West Germany's car manu- cent. from 294,755 units to comfort for the commercial facturers, who have just re-289,200 units. This is a direct vehicle sector to derive from ported another month of beavily result of the decling in exports the news that November's output increased production. It has, from 184,610 units to 172,100 the news that November's output bowever, been a different story units.

increased production. It has, from 184.610 units to 172,100 the news that November's output bowever, been a different story units. in the commercial vablele sector November's statistics—pub-where output levels have moved lished by the Verband Der The best the VDA could say steadily downwards. At the root of the commercial West German motor industry bookings showed some improve vehicle builders' problems is a association — abow that the ment Against this, exports had large 7 per cent. decline in ex-months' total motor vehicle pro-ports. This is primarily a result duction moved ahead by an of reduced overseas hookings of average 8 per cent to 381,000 beavy commercial vehicles. While strong domestic sales have heen the main motor for proving domestic sales association = at the vehicle output have heen the main motor for proving the extent decline in ex-wehicle sector, export demand ission. Total car and estale vehicle output in the 6rst 11 months of 1976. S2,72,940 units in the comparable domestic demand io the car main estate vehicle sector reaks for Sector was attributed to list 2,72,940 units in the comparable from 1,664,432 units to 1.762,500 units. On the other hand, commercial webile for the return soft increased by 9 per cent, car creasing exports and domestic from 1,664,432 units to 1.762,500 units. On the other hand, commercial webile for 1976, to 214,100 units. On the other hand, commercial webile in month of 1976, to 214,100 units.

FRANKFURT, Dec. 20.

STE Generale de Techniques et d'Etudes (SGTE) and CIMT Lorraine is awaiting a decision on whether or not it has won a contract to supply rolling slock and other equipment for the planned Metro undergrond railway at Caracas in Venezuela, a SGTE spokesman bad risen by 7 per cent. against said.

The group was totd last March its offer worth 985m. bolivars was the lowest received in the tender for the contract. "We had expected to gel the final decision before the end of this year but it seems we shall have lo-wait till 1978," the spokesman added. Reuter

Sleepers for Egypt An order for steel rallway sleepers worth £2.5m. has been awarded to the Working-ton Works of the British Steel

Corporation hy Egyptian railways. It was won in competi-tion with Indian, French and Japanese manufacturers. Pro-duction of the sleevers al Workington Works, Cicveland,

A French consortium led by

made from steel produced on Teesside, will start in a few weeks and deliveries will he complated by the middle of next year.

Canadian shipping interests have been taken aback by the

announcement made in Ottawa and Washington that agree-ment had been reached be-tween Canada and the U.S. on

OSLO, Dec. 20.

OSLO, Dec. 20.

Norconsult £100m. phone deal

BY FAY GJESTER

BY FAY GJESTER OSLO, Dec. 20. A/S TELEPLAN, a Norwegian lived there for many years — a Arabian news agency, where company belonging to the Nor-factor which probably helped Teleplan would use United Press consult Group, has landed a the company to win the contract as a sub-contractor. contract worth nearly Kr.Ihn. against keen competition from Teleplan employs about 220 (ft04m.1 to plao and supervise major international companies, people at present, all but 40 of the expansion of Saudi Arabia's The consultancy package com-telephone network in 700,000 prises a contract worth Kr.110m, with the Saudi Arabian joh, lines, from the present 200,000 (concluded previously) for some 100 new staff will be em-the three-year contract is general planning of the project, ployed. Drawing offices will be claimed to be the largest single plus s Kr.300m. two-year con-opened in the U.K. and the Pbilip-ioh ever won by a Norwegian tract for detail planning and a pines, where lahour with the claude Sweden's L. M. Ericsson. Teleplan has worked in Saudi Arabia previously, and its concerns provision of telecom-director, Jorgen Longem, bas munications facilities for a Saudi Holland and Canada. Teleplan has munications facilities for a Saudi Holland and Canada.

Keen competition for Norway order

BY OUR OWN CORRESPONDENT

THE NORWEGIAN Oil Direc to go abroad, though some re-Statiford B. sfter the Oil torate's approval of plans for ports suggest that the operating Directorate rejected their first Statiford B, the second produc- company, Mohil would like to proposals on safety grounds, tion platform on the Angle-Nor- have the platform's steel deck The directorate wanted two

tion platform on the Anglo-Nor- have the platform's steel deck The directorate wanted two weglan Statfjord oil and gas built in Germany. platforms built--one for accom-field, will signal the start of The concrete base is almost modation and another for drill-keen empetition for the con- certain to be built in Stavanger, ing and production. tracts to build the various see. Statoil. Norway's State oil At a meeting yesterday, bow-tions of the siructure, expected company and a leading partner ever, it agreed to allow the to cost a total of about Kr.7bn. io the Statfjord group, said incorporation of crew accom-(£729m.). yesterday that it hoped Nor-modation on the drilling-produc-tions no weglan companies would supply tion platform in view of changes heavy engineering industry des- over 60 per cent. of the platform in the platform's design, intended perately needing new orders, it and equipment. will he almost impassible politic. The group of companies ally for the Norwegian Govern developing the field have taken for evacuation facilities must, he ment to allow much of the work a year to revise plans for improved.



Wealth tax spectre haunts Britain-CBI

HOME NEWS

BY JOHN ELLIOTT, INDUSTRIAL EDITOR

THE POLITICAL BATTLE likely investmants, employment, sav-gested, it would not be justified to develon over the Government's ings. and on the national economically because of the high plens to inbroduce a wealth tax beritage." In practice, it would administration costs. after the next General Election he either crude and unjust, or The CBI lanched this attack began to build up vesterday with complex and unwialdy.

began to build up yesterday with complex and unwialdy.

after the next General Election he eithrige. In practice, it would administration costs. after the next General Election he eithrige trudy and unjust. trituicisms from two leading in dustry organisations which suffer worst. At a meeting with Mr. Eric CBI leaders said that the "spectre" of a wealth tax would undo all the good which the Government was at pressure planning" for small companies undar the special initiatives of Lancester. Tom Boardman, president of the Association of British Chammers, Mr. association of British Chammers of the CBI linked the association of British Chammers of the CBI linked the association of British Chammers of the CBI linked the association of British Chammers of the CBI linked the association of British Chammers of the CBI linked the association of British Chammers of the CBI linked the association of British Chammers of the CBI linked the association of British Chammers of the returnes the the the GBI linked the association of British Chammers of the returnes and yound bis string and yound bis string of the strategy decisions to individual configuration of British Chammers of the returnes the cBI linked the association of British Chammers of the bouch of the returnes the del and the industrial intention to help small com-extremaly damaging and would the retermark would on an arker and would and you the retermary meeting of the strategy decisions to individual communicate the Industrial intention to help small com-extremaly damaging and would the retermark of the bouch of the returnes the strategy decisions to individual communicate the Industrial intention to help small com-extremaly damaging and would the retermary meeting of the strategy decisions to individual the level of nemenjoyment would the retermark of the strategy decisions to individual the retermark of the strategy decisions to individual the the strategy decisions to individual the the strategy decisions to the the the strategy decisions to the the strategy decisions to th

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Financial Times Wednesday December 21 1977

Ethylene plant delay likely

Shell is still at the engine ing design stage with its trad at Stanlow. Originally, it expected to reach a decision whether to press ahead with 1 project next June.

But, in the measure petrochemicals industry throw out Western Europe has into serious troubles, of will the biggest is a serious of capacity of existing plant.

The Esso Chemical cracket

down do the moothly average of last year. But because of the Chemicals. said remains the second research of the form of the second research of the second of the Chemicals. Said remains the second of the second of

if no further capacity was a

authorised." If the Shell project is de layed, it will come as a server blow to the Government, whet bas heen pinning great hopes a rapid expansion of the per chemicals industry as a var at 0.

legal'

tween Canada and the U.S. on a revised joinl seaway tariff of tolls. Canads and the U.S. have agreed to double St. Lawrence tolls over a three-year period rather than in a lump sum as had been planned. To attain the new rates 50 per cent of the increased amounts will he applied at the start of the 1973 navigation season, 75 per cent, at the start of the 75 per cent. at the start of the 1979 season and 100 per cent. at the start of the 1980 season.

service to the U.S. through Hong Kong and Hemolulu. The two aircraft, costing a intal of \$122m., including spares and spare engines, will be delivered In Angust and September. 1979. The choice of engines has yet. to be made.

Scrap exports :

Boeing order

Singapore Airlines (SIA) is huying two Boeing B747-200 aircraft for deploying on the alrine's proposed trans-Facilic

Interim arrangements fot licensing exports of uon-alloy ferrous scrap to coudiries out-side the Community, aucounced by the Department of Industry on October: 3, will be main-tained until further netice and applications will continue to be

considered from all exporters

Plot made £163m. fraud seem

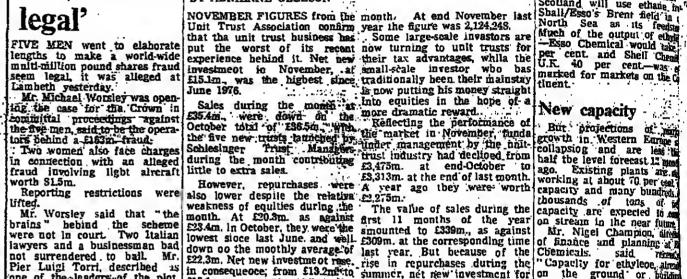
not surrendered to ball. Mr. Pier Luigi Torri, described as one of the leaders of the plot. Ind been missing states court, from Thanes Magistrates Court, The accused. facing. charges including conspirace forcers

The accused facing charges including conspiracy, forgery, attempted deception and alding and abetting an escape, are the Canadian-Italian twins Anthony and Robert Papalia, 32: Richard Washington Swinnerton, the only Briton charged: Veronique Viocenze Blot: Renee Harris; Umberto Frascati; and Mario Berton. **Customs** receipts ahead of inflation

Unit Trusts take in net £15m. in month BY ADRIENNE GLEESON

NOVEMBER FIGURES from the month. At end November last Unit Trust Association confirm year the figure was 2,124,243. That the unit trust business has Some large-scale invasions are Much of the output of ether put the worst of its meant now turning to unit as the figure was the

BY DAVID FREUE



IMPORTS PIAN
TOKYO, Dec 20.A POLISH-SOVIET trade agree details of the quantities were not
ment for 1973 signed here made public.applications will cootinue to b
considered from all exporter
providing evidence of firm
orderse This melhod of licem
ferrous metal ore, as part of its 6.7bn., a 17 per cent. increase Union, and 53 per cent. of total
import-hoosting measures, ac on this years planned total.
tording to Finance Ministry
Officials.applications will cootinue to b
considered from all exporter
providing evidence of firm
orderse This melhod of licem
turnover next years of Roubles Polish exports got to the Soviet
turnover. In machinery and
equipment will come from co-
between Import and exports operation and specialisation
agreements.applications will cootinue to b
considered from all exporter
providing evidence of firm
orderse This melhod of licem
inspired total.The ore imports would include were given.A details of the relationship
agreements.Some 30 per cent. of total
union. and 53 per cent. of total
orderse this melhod of licem
inspired total.

The ore imports would include were given. some 60,000 tonnes in metal con-tent of copper and zine and around 13m. tons of oil, 65m. the Soviet Union will export to around 30,000 tonnes of alumina and hauxite, the afficials said. The imported ore is expected 100,000 tons of coton to Poland planned for 1978 is intensive to have refined into metal at the poland around tons of cotons of coton to for the second tons of the constraint in to have refined into metal at the poland around tons of the second tons of cotons of cotons of cotons of cotons of the second tons of the second tons of cotons of the second tons of the second tons of the second tons of cotons of cotons of cotons of the second tons of the second tone metal at the second tone second tone second to the second tone second tone second tone second to the second tone second to the second tone second to the second tone second tone second to the second tone second tone second to the second to the second tone second to the second to t

to be refined into metal at Polish raw materials exports development of co-operation in Japanese smellers for stockplling to the Soviet Union will include the air and computer industries coal. sulphur and coke, but between the two countries.

EEC sherry decision delayed

BY KENNETH GOODING

THE EUROPEAN Commission countries to match the "refer- Community - produced fortified has postponed for three months ence " price for liqueur wines. In Murch 1. decisions which But the U.K. Ministry of Agriwines.

The preferential treatment blosses that anothe is during fortified wine of EEC origin is in given to shorry from Spain, and no comparable product is heing traded by countries within Cyprus and South Africa was made within the Community. Therefore the reference price The main opposition to the The inevitable outcome would be should be removed. increased prices in the U.K. and

nerceased prices in the U.K. and If that cannot he agreed, the the Italians and the French, putential disaster for the Cyprus Brilish insist, then the reference thaty, in particular, has made sherry trade to particular.

KENYAN TEXTILES

The Commission walls the ably so that sherry can compete at the expense of sherry in the price of sherry from the various on an equal footing with U.K. in recent years.

In Atarch 1. decisions which could have fur-reaching effects on the sherry trade. The preferential treatment The preferential treatment and no comparable product is that the raference price at which fortified wine of EEC origin is Teesdale has received. The mechanical conforment division of Head Wrightson Teesdale has received an order valued at approximately fim. for two rotary steam tabe

dryers for drying acid crystals at the new terephthalic acid plant of ICI Petrochemicals Division at Wilton. The order was received from Foster Wheeler. Reading, main con-tractor for the project.

Mr Worsley said that through providing evidence of firm forged documents "in due course Sim. from the proceeds of the sale of the company would orders! This method of licensing will apply to all grades of

A f2m, contract to supply the lyory Coast with sprinkler systems and overground pipe-line has been won hy Dunlop Irrigation Services. The con-tract, with HVA Enco, Amster-dam, is for one of six sugar canc developments heing set np hy the ivory Coast Govern-ment. Duolon Irrigation Ser-

ment. Duolop Irrigation Services will assist with the manufacture, design and in-stallation of the equipment, offering a complete urigation technical consultancy service.

troversial ethical matters." It adds that "heneficial and trustee shareholding in client companies give rise to very real and practical problems."

give rise to very reading practical problems."
The proposed additions to the ethical guide say that "a practice must not have as an audit client a company in which anyone in the practice, or a near relative of anyone in the practice. Is the beneficial bolder of the beneficial bolder of shares," and that if such a share bolding is sequenced to the this into account when valuing been calted for by Britain's that this may have deterred boilding societies. The Building Societies Associa- grants. **Building societies urge**

salning maximum value insalle ethana.

Mr. Eric Varley, Secretary in 2014 Industry, has, endorsed, an m dustrial strategy sector was ing party report that forest the construction of four as course Sim. from the proceeds of the sale of the company would have found its way into that pockets of the brochers." The hearing continues to-day. New Fulle for accountants suggested Timedia times Reporter AN ACCOUNTING PRACTICE should not audit a company if alroch a company would and protective duties Som. for administration of VAT. This is one addition to the suggest du for secontants uggest that it is one addition to the this case time time time the same time there was than the cost of collacting in the same time there was than the cost of collacting in the same time there was than the cost of collacting in the same time there was than the cost of collacting in the same time there was than the cost of collacting in the same time there was than the cost of collacting in the same time there was than the cost of collacting in the same time there was than the cost of collacting in the same time there was than the cost of collacting in the same time there was than the cost of collacting in the same time there was than the cost of collacting in the same time there was than the cost of collacting in the same time there was than the cost of collacting in the same time there was than the cost of collacting in the same time there was than the cost of collacting in the same time there was than the cost of collacting in the same time there was than the cost of collacting in the same time there was than the cost of collacting in the same time there was than the cost of collacting in the sing of the roter was than the cost of collacting in the sing there was than the cost of collacting in the sing there was than the cost of collacting in the sing there was than the cost of collacting in the sing there was than the cost of collacting in the sing there was the cost of the roter. This is one middition to the some than it is often ide to expect a commany of the mater. The convasting the views of its membership, the institute of the sing there indicating the secont the roter. The sing there indicating there was the cost of t

TJAEREBORG, one of Europhic higgest tour operators, laund its first programme aimed at British market yesterdin provoked considerable within the travel industry. within the travel industry. "Will is in the programme is a fail modest. Involving shout fail seats on Dan Air flights. If is normal instant could different tion system and low prices. Company claimed to be as in the pricing its U.K. rivals by as a price of the seats of some offset.

as 58 par cent. on some offset bolidays. Tjaereborg is Danish as but has already spread to of parts of Scandinavia and Germany. Britain, the ist packaga tour markel in Bar was an inevitable target, bar ULK. travel trade has fiercely nonosed to someone fiercely apposed to someone by-passes traditional retail lets on such a substantial

Cut in budged

Dumping threatens a young industry

BY JOHN WORRALL IN NAIROBI

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KENYAS young textile industry apointed a receiver under the and slapping a 100 per cent. In addition to these problems, is moring into a serious crisis, terms of their respective loans, duty on second-band clothung, the price of cotton in Kenya has an inexorable llood of undependent management con-fided. The ten major mills are fucing for the year submitted a firm an inexorable llood of undependent management con-imported clothing is not second-band clothing at all. It com-imported clothing is not second-cheap clothing or unsold the excilient Vgania cotton has of Britain and America. The country. Documentation cotton. But the Minister of seasonal clothers that count regulations do not allow for the but has n

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Financial Times Wednesday December 21 1977

HOME NEWS

Engineering probe 'not a witch-hunt'

BY KENNETH GOODING, INDUSTRIAL CORRESPONDENT

BY KENNETH GOODING, INDUSTRIAL CORRESPONDENT. THE COVERNMENT-sponsored individuals, and were not deie-inquiry into the engineering pro-fession should not be seen as a organisation or institution. "witch-bunt" aimed et criticising or censuring the engineering ar censuring the engineering connected with engineering had try and other employers of institutions or the universities. This view was given yesterdsy by Sir Monty Finniston, ebair-man of the committee of inquiry into the engineering profession, after the inaugural meeting. I le made clear that the com-mittee would not avoid becom-ing involved in the entroversial ing involved in the controversial

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Concern about growth slip in lorry sales

BY TERRY DODSWORTH, MOTOR INDUSTRY CORRESPONDENT

THE GROWTH in sales of heavy actually feil from 4,715 units to commercial vehicles in the U.K. 4,625.

slackened considerably last imports, by contrest, rose from month. raising fears that the 708 mills a year ago to 891. market will level off again next Among the importers, DAF, the year after a period of healthy Dutch producer, has made parti-

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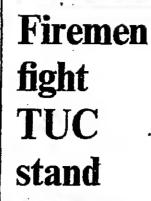
SOUTE EAST

DEC '77 Bet '71 4-3 % 4-2 %

A set up, were vring with one operation.
 In particular, the commutee regimeers sould also be interested of our industry.
 In particular, the commutee regimeers and sould also be regimeers and regimes and

Over the year to this month Lsst month sales in this cate- imports have accounted for 16.5 gory rose hy only 1.7 per cent. per cent. compared with 14.2 per on the same month last year, and cent. in the first 11 months of registrations of British veblcies 1976.

UNEMPLOYMENT



By Alan Pike, Labour Corresp

THE FIRE Brigades Union. with no prospect of coding the five-week loog strike oo the horizoo, will chaltenge to-day a TUC decision not to support the firemen's ection.

At a meeting of the TUC General Council this morning Mr. Terry Party, FBU general secretary, will try to reverse the decision by the Finance and General Purposes Commit-tee of the TUC against broedening the dispute into an attack on the Government's imple-mentation of its 10 per cent. pay guidelines in the public

While the Geoerat Conocil is meeting thousands of firemeo and other trade unionists will demonstrate in a mass lobby ontside TUC headquarters.

Mr. Parry will say that the Governmenta 10 per ceot, guidelines are being imposed on public sector workers with the rigidity of legislation, and that this conflicts with the

policy adopted by the annual TUC in September. TUC in September. It is probable that the General Conncil will endorse the Finance and General Pur-poses Committee's decision, though the firemen may gain support from both Left-wing members and some public-sector nulons.

Clampdown

The Society of Civil and Public Servants wrote last week to Mr. Len Hurray, the TUC general secretary, protest-ing that the committee's deci-sion appeared to conflict with

VORKSHIRE & AUMBERSIDE dec '77 Det 70 56': 5'22 son appeared to condict with Congress policy. A similar view bas been taken by the National Union of Teachers. The NUT executive deplored the "implication" in a TUC circular that the Government's "attempts to impose a pay clampdown" in the public sector were sup-ported by Congress. W MELANES 8 DEC 77 Mat 7 E.MMILANDS 4-9 4-6. ported by Congress.

The FBU executive met last night after its failure to meet EAST ANELIA the local anthority employers 51 487 on Monday to discuss possible improvements in a two-year phased pay formula.

Philip Rawstorne writes: The Conservative Party yesterday was asked to help settle the firemen's strike hy joining the Government in guaranteeing increases in firemen's pay

over the next two years. Mr. Ian Wrigglesworth, Labour MP for Thornaby, said that doubts ebout the Conservative attitude to the pay offer were anocting a settlement of the dispute.

In a letter to Mr. William

by any future pay policy should a Conservative .Govern-

Guidelines

ment come into office.

LABOUR **Corby steelmen** may accept 11% cut in jobs

في المعالية

BY PAULINE CLARK, LABOUR STAFF

cial crisis.

UNION leaders for 11,300 but was awaiting an improved workers at British Steel Corpora offer on its present two-year-old tion's Corby complex sald yester- scheme offering a 24.50 tion's Corby complex said yester scheme

day they would co-operate with guarantee. a plao to cut the workforce by Productivity deals, however, 1,200, or ahout 11 per cent. if would have to he worked out in-the right terms were offered in dividually at each of the dozen a new productivity deal. plants at Corby, ranging from

An improved offer on the steel- rolling and strip mills to gal-workers' current productivily vanislog plants, sgreement offering a maximum Any new offer meaowhile, £9 has yet to he made, but the would bave to be put 10 a shop union lesders' willingness to stewards meeting first.

accortate on the redundancy The developments at Corby programme is being seen as an are likely to be viewed with encouraging step towards cautious oplinism by BSC, which resolving the corporation's finan-is conscious of the dameers lying is conscious of the dangers lying ahead on the ouestion of com-Corby is the second major pulsory redundancies in the in-

Corby is the second major pulsory redundancies in the in-steelworks to demonstrate what dustry. BSC macagement sees as a BSC faces a projected 2500m. "constructive" approach lo the loss this year and it is feared corporation's difficulties. Only a that hetween 20,000 and \$3,000 week ago steel union leaders at jobs may have to be axed. Hartlepool agreed to local nego-tiations which it is hoped could insisted that there must be only bring forward by about a year the closure of the steelworks and the axing of ahout 1,500 jobs. After a meeting between production is to be maintained.

After a meeting between production is to be maintained, astional officers of the Iron and by a smaller workforce. Steel Trades Confederation and Hartlepool, in contrast, is des-locel shop stewards at Corby, Mr. tined for total closure under the

John Cowling, secretary for the Beswick plan for lopping off high Last Midlands area, said that the cosl steel plants. union side had been looking at Meanwhile it is thought un-the effects of the planned redun-likely that any major progress dancies end also at how the work- towards phasing out high cost force could heneft further from plaots will be made until Mr. a work messurement incentive Eric Varley, Industry Secretary, make his promised stalement on

cheme, makes bis promised stalement on Tha unlon side was interested the Industry when Parliament o see greater efficiency achieved reessembles in the new year.

Swan Hunter men discuss pay award

8Y NICK GARNETT, LABOUR STAFF

INION OFFICIALS and the be released until all the parties UNION OFFICIALS and the be released until all the parties outfitters' negotiating committee had a chence to study them. st Swan Hunter will meet early it is still not clear if a mass to-day to discuss the "fair meeting of outfitters' could be wages" award made by the called lo-day. Swan Hunter Central Arbitration Committee, closes down for the Christmas The award, details of which and New Year bolidays to-night were passed to senior union but some workers at the com-officials and company manage pany's Hebben yard are due to ment late vesterday was seen as finish at noon.

a possible way of ending the out-fitters' overtime ban which bas fer a mass meeting to-day if pos-prevented ships in the Pollsb sible, but Mr. Mick McDermott, order from being built on the the secretary of the outfitters' Type

order from being built on the lhe secretary of the outfitters' Tyne. negotiatipg committee, said no There has been general convenue bad been arranged and fidence smong shop stewards that the possibility of a meeting was e cash award under the 1946 Fair virtually nil. Wages Resolution would be made The copfederation bas submit-to the Swan Hunler men, who ted a claim, in line with say they are the poorest paid of that of the whole of the engineer-all outfitting groups at British ing industry, aimed at hoosting Shipbuilders' yards. national minimum rates for in view of the general skilled shipbuilding workers from

in Racal arms contract case FINANCIAL TIMES REPORTER

LEGATIONS OF payments by clear, but pointed out that the prosecution has alleged that the to former Racal group execu- defendants had made different two accused former Recal execu-tives to win a 24m. Iranian arms assertions. tives had paid the money to

U.K. attracts more | 'Arrogant'

SCOTLAND Bet 77 0et 7 81 2 6-9

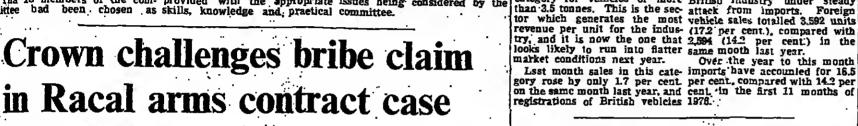
LLEGATIONS OF payments by clear, hut pointed out that the to former Racal group execu-defendants had made different instract were challenged by nown counsel in their corrup-bo trial at the Old Bailey esterday. Mr. Keuneth Ricbardson, Randel for transmission to rescenting, said one U.K. news-inddle level " Iranian dficers, per report had suggested that bither accused, Lt.-Col, David andel, a former Defence is granne on pass on to minission to pass on to minission to pass on to setting the contract. "I want to make lt clear that the wellburn, 41, of Beaconsticld, its passing on to Iranian Army cers," he said. "The said." "I want to make lt clear that the reports of this kind bave and not precusions beyond this favour to tha company in rela-inger was pald to Lt.-Col. fandel, fillow to the contract in the solution is favour to tha company in rela-inger was pald to Lt.-Col. fandel, fillow to the contract in the solution is favour to tha company in rela-inger was male alleged that the wellburn, 41, of Beaconsticld, its precusions beyond this favour to tha company in rela-inger was male to the fact then the facts of the Crown at reports of this kind bave and not precusions beyond this Aldersbot, denies contracts in war material. "The decisions of government in the reports of this kind bave and not crimpt weithing the contract in war material. "The decisions of government into the kind bave and not crimpt weithing the contract in war material. "The decisions of government into the kind bave and not crimpt weither the the fact weithing the contract in war material. "The decisions of government into the skind bave and the to the company in rela-portant in view of the fact the to the affairs of the Crown into sign and senior army officers adge James Miskin, QC, said "Durbg the trial; which has, who could also help us get the trown allegation was quile already jasted seven weeks, the "Town allegation was quile already jasted seven weeks, the contract."

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overseas students

BY MICHAEL DIXON, EDUCATION CORRESPONDENT

Demand by home students, foreign entry by raising prices, the unlike foreigners have their she will place quotas on over-stian fees paid from public seas edmissions.

Economic growth 'will slow after mid-1978'

The growth of world exports foint body of chemical industry intermediated today. The main industrialised should increase significs ntly next industry should preck up carly year—at 6.4 per cent. against 3 per sear. But the strengthen per cent. this year—as the industries association per cent. this year—as the industries association of glving con-eideration to unlon proposals for the industry and "double standards" were being applied. "This situation is intolerable output in the major countries industries to deal with general eco-nomic issues. He said it appeared that the industries association is derived recovery is a activity for the industry and "double standards" were being applied. "This situation is intolerable for the trades unioos which operate in the industry," he said.

Remain Models noles that the early part of 1979. The rate of consumer price in-fation is expected to accelerate in several major couptries—up in the U.S. from 5.9 per cent. in the year to the fourth quarter of the vent set in Jund—and says in the U.S. from 5.9 per cent. in the fol-levent set in Jund—and says is nice outlook for next year is nice is nice outlook for next year is nice is the year to the fourth quarter of the year to the fourth quarter of the year to be fourth quarter of is the U.S. and the U.K. in 6.2 per cent. Io 8 per cent on the same comparison, with an accel-semiative fiscal measures will erstion from S per cent to 14.2 while the impact of recent same comparison, with an actual mulative fiscal measures will erstion from S per cent to 14.2 concentrated in the first half per cent. In France. An un-wert year but will not changed German rate of 4.2 per perste the university in prost. Reri year but will not changed German rate of 4.2 per of 36 of Britain's leading econo-rerate the upturn in invest cent between the two periods is mists ended last night. They dis-the would sus forecast. The recovery for another Economic Models expects a would have been best in the past the recovery for another

Economic Models expects a the absence of n strong ance in the U.K. late oest year the growth of the eicht alument the strong rate the growth of the eight ployment. The year on-year rate in industrial countries is fore- of price inflation is put at about a accelerate only slightly 111 per cent. in 1978. Growth of the growth of the growth of the firm says next year is

An per cent. in 1978. The firm says next year is the lemme, is projected to rise at lemme, is projected to rise for turning-pnint in the fortunes at per cent. in Belgium in at per cent. in France, at per cent. in West for-at per cent. in the Nether-at per cent. in t Per cent, in the U.S. and a-half.

BY MICHAEL DIXON, EDUCATION CORRESPONDENT
 WERSEAS STUDENTS are still funds; was np by only chout the king for entry to British 2 per cent to 96,483 applications. A new feature of the overseas for entry to British 2 per cent to 96,483 applications. A new feature of the overseas in posed in Octoher, accord university departments, is that is toget from the University departments, is that people from the Far East. Include towards the cost of the student in seeking a subsidised Eritish helve the cost of the student in seeking a subsidised Eritish foreign applications with the general approach of the Government which is snow to prevent any further rise in the Government which is snow to prevent any further rise in the Government which is snow to prevent any further rise in the serial number of oclease. The poster totel is roughly 80,000. But Mrs. Shirde willions. The connecting the protections and colleges. The present totel is roughly 80,000. But Mrs. Shirde willion. The samerally apply later increases this year to a general approach of the students in State universities, solytechnics and colleges. The present totel is roughly 80,000. But Mrs. Shirde Williams. Secretary for Education and Science, has decided to limit the general approach of the mation. The samerally apply later infraction. The arrogant statements impling that companies know best cannot be accepted under any critering the extra over inflation.
 Demand by home students. foreign entry by raising prices.

circumstances," he said. Union leaders in the chemical

industry have become increas-ingly frustrated hy what they see as the industry's failure to take positive action to fulfil the recommendations of earlier sector working party reports.

...In reply, the industry has pointed to the severe over-capacity for many chemicals in Western Europe.

ST PETER RIDDELL, ECONOMICS CORRESPONDENT RATE of economic growth The growth of world exports joint body of chemical industry

Conference debates **U.K.** policies

By Peter Riddell, Economics Correspondent

A UNIQUE two-day conference

decade and those which should be adopted now.

The conference was organised by the National Institute of Economic and Social Research. It is regarded as a possible trate on customer service. At any more investment for the the deal as "commonsense." ing the Slate-owned company's answer to the growing cost to the same time, the new area Scottisb works. The said: "Management has insistence on observing the big banks of rouning their offices are gared to meet the deal as "commonsense." ing the Slate-owned company's answer to the growing cost to the same time, the new area Scottisb works. The said: "Management has insistence on observing the trate unions Government's pay gnidellnes. Under the new propriate the two the users and more complex and specialised the same operating the results of the Midland experi- requirements of the hank's busi- the results of the Midland experi- requirements of the hank's busi- the results of the Midland experi- requirements of the hank's busi- the results of the Midland experi- requirements of the hank's busi- the results of the Midland experi- requirements of the hank's busi- the results of the Midland experi- requirements of the hank's busi- the results of the Midland experi- requirements of the hank's busi- the results of the Midland experi- requirements of the hank's busi- the results of the Midland experi- requirements of the hank's busi- the results of the Midland experi- requirements of the hank's busi- sections, particularly in the hody unions have recognised that an overtime han for four weeks sections, particularly in the hody unions have recognised that an overtime han for four weeks is rive. If the prin- direct the trate of Linwood's poor perform manage." Since the strike, over the com- this chart it planned to make cipal purpose of the scheme is and to make the perior bank the first two. in Newcastie and hetter standard of service to onr model 15 months ago, output has production have to improve be closed and the workforce ieid management has not yet ceased.

1.1.1.1.1.

REGIONAL DIFFERENCES in unemployment rates have begun to widen again this year. Last month, in splte of e further fall in the U.K. total, there were more adults ont of work in northern England, Scotland and Northern Ireland. In the last six months, the U.K. adult total, seasonally adjusted, has risen by about 51 per cent, but the increase in northern England and Wales has been more than 93 per cent., and in Yorkshire and Humberside it has been Si per cent. In contrast, the increase in sonth-east England bas been 21 per cent.

Stockbrokers can advertise on TV

BY MICHAEL THOMPSON-NOEL

Member firms of the Stock Exchange are to be allowed to advertise on television and commercial radio, providing they do not recommend investments or comment on io-

dividual securities. This is the main point in the intest edition of the Indepeou-ent Broadcasting Anthority's Code of Advertising Standards and Practice, published to-day, which incorporates changes made to the code since it was last poblished two years ago. Other principal amendmoots now permit the edvertising of slimming clinics, provided they offer treatments based on

dietary control and certain categories of lottery. The IBA has also charified the rules relating to the pro-vision of financial information in corporate advertisements. An IBA spokesman said last night that as the Stock Exchange now permitted member firms to advertise, they woold now be formally provided for in the list of savings and in-

restment facilities which could advertise on TV and radio, pro-

oot be designed specifically to enhance the financial reputa-tion of a company in the minds of investors and references to of loveslors and ference to profile, distributions to share-holders and quotes from chairmen's statements and similar documents will not be allowed." There will be a re-view of this rule to a year.

ties.

Midland Bank launches

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Whitelaw, Tory deputy leader, be said: "The firemen want to know if the Conservative silvalion, the CAC notified Its £42-£70 and for unskilled men findings within a matter of days from £33.60-£55.

Party will guarantee thei the proposal to link their pay to that of skilled manual workers will be protected against infla-tion and will not be thwarfed

of the hearing and the details They also want a shorter work-were taken from London to New- ing week and better fringe castle by special messenger. benefits. The CAC and Mr. George A large proportion of British Arnold, the Tyne area chairman Shipbuilders' \$5.000 manual of the Confederation of Ship-workers bave agreed pay deals huilding and Engineering which the State-owned concern Unlons, said yesterday that is attempting to average out at details of the award would not 8.5 per cent on earnings.

NUJ strikers isolated as colleagues return BY OUR LABOUR STAFF

BY OUR LABOUR STAFF By Our Labour 5taff THE Association of Scientific. Technical and Managerial Staffs. the while-collar union. clsims to have won for a large section of its membership pay deals which breach the Governmeot's 10 per cent.guideline. The claims are made in the latesi edition of the ASTMS Journal. Referring to "certain employers." Mr. Buss Valisnee. Syotpatbelic action clier talks a subsidiary of the group, said point of the strikers since the start of to escape the attention of the systs. "to risk members' money and embstrass an employer who has taken a commonsense atti-tude towards pay restrictions." The journal documents nearly 20 cases of settlements whin 15 to 40 per cent.

Chrysler workers to decide on 'last-chance' Linwood plan

BY OUR OWN CORRESPONDENT

CHRYSLER'S Scottish manual hearn had to be curtailed hecause reached target levels. There is

Newcastle experiment in the Spring. Newcastle region aimed at From January 3, six branches Newcastle region aimed at From January 3, six branches Newcastle region aimed at From January 3, six branches Newcastle region aimed at From January 3, six branches Newcastle region aimed at From January 3, six branches Newcastle region aimed at From January 3, six branches

MIDLAND BANK is hanching expected to follow in the late the recent two-week stoppage at The unions also have accepted a New Year experiment in the Spring. Newcastle region aimed at From January 3, six branches in Newcastle and Gateshead will while improving the service to be linked to a new area office customers. The move involves a satellite side will be linked to an area Side will be linked to an area withity. The stewards have alreedy Most of the working parly's

banking system, under which a office in Sunderland. number of branches are grouped around an area office which pro-vides administrative and specia. It is regarded as a possible the staff to concer-It is regarded as a possible the staff to concer-in the staff to concer-It is regarded as a possible the staff to concer-in the staff to concer-It is regarded as a possible the staff to concer-in the staff to concer-It is regarded as a possible the staff to concer-in the staff to concer-It is regarded as a possible the staff to concer-It is regarded the staff to concer-It is

S More than 1,300 workers at Rolls-Royce's East Klibride zerorides administrative and specia much of their back office work plant's lifs did not work, the observed property. Lised supporting services. It is regarded as a possible trate on customer service. At any more investment for the the deal as "commonsense." ing the Slate-owned company's insistence on observing the said: "Management has insistence observing the said: "Manageme

company's future.

, **1**0

Grenville Hawley. national official of the Transport and General Workers Union, was

agreed hy both sides as the only

way of ending the deadlocked dis-pute which was threatening the

1

broken, union says By Our Labour Staff

In lice with the Lotteries and Amusements Act, 1976, the

and Amusements Act, 1976, the IBA code has been altered to allow TV and radio commer-elais for lotteries run for charitable, sporting, cultural and non-commercial purposes, and those run hy local anthori-

to the rules of the Stock Ex-chaoge Itself. Corporate advertisements oo TV au; radio may now include packgrund financial ioforma-

tion that presents a general picture of quoted companies. "Eowever," says the IBA, "such advertisemenis must

Ichnical Hage

ø ELECTRONICS

Translates at the touch of a button

PATENTS have been granted on now described uses advanced cal-an idea which could prove a culator techniques to provide a major hoon in business, industry word basis. and especially in education ac-cording to which a calculator- to provide a list of words where like unit could be used to pro- the original English has a num-basis.

like unit could be used to pro-the original English has a num-ber of meanings. Without too much difficulty, the vocabularies could be extended and length of not difficulty, the vocabularies could be extended and length of words raised to 15 letters. The next step, to introduce lenglish vocabulary. The equipment will prohebly he called Electrolex, for electronic lexicon, end be provided with 26-character keyboard, plus action and clearance bars, as well as exchangeable memories cor-responding to the languages it is required to handle. Altempts at computer trans.

Altempts at computer trans- "probibitive." lation into and out of foreign The petent holders ara seeking languages are not new by any orgenisatione interested in manu-menner of means-National facturing and marketing the Physical Laboratory in Britain unit(s) in England. has done an immense amount of Further from Lewis Craig

work in this most difficult area Associates. I Manchester Square, of computation. But the device London WIM 6JB. 01486 4371.

• MATERIALS

This machine is one of two EMI Series E Auto Sprint lathes which have been set up in a new pro-

ACCORDING TO Scotboard, the company has ploneered a new process for waterproofing chip-board. The process involves the application of e paraffir based board. The process involves us application of e paraffin based wax in specielly bulk cascader units. carrying up to 20 boards. The coating process is followed by a carefully monitored period of cooling and conditioning. Heavy duty truck axles

Financial Times Wednesday December 21 1977

• CONFERENCES Information service discussion

ALVECHURCH-BIRMINGHAM Telephone Redditch 264te BUTLER COX and Partners has Telox 337125 announced that, due to the con-

siderable success of the first public seminer on Viewdata, two according to the height. further similar events are keel blocks. vice, soon to he the subject of a vice,

1000 installation experiment, in which computer-organised alpha-Gevcke Werktuighouw By Box 820. Amsterdam. Netherlands. numeric data is sent over public phone lines for reception on the domestic television set. The seminar in Birmingham

will be held et the Alhany Hotel. on Tuesday, February 14, and in Zurich at the International Hotel

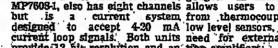
Zurich at the international Hotel on Thursday, March 2. For details contact the con-ference secretary at The Press Centre, 11th Floor, 76 Shoe Lane, London EC4A 3JB. (01-363 1138.)

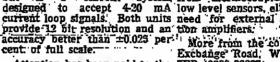
RESEARCH Underwater vehicle

project

electrica wire&cah

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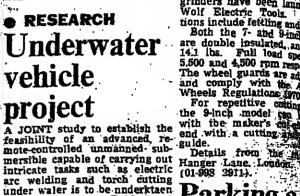




serial weighings, depression of a of densky or moisture loss and which is connected between the store but does not block of measurement. A printer is imposes low-intensity 234-voit does not block of measurement. A printer is imposes low-intensity 234-voit does not block of measurement. A printer is imposes low-intensity 234-voit does not block of measurement. A printer is used at the track. It is used at the decumentation of extra weights, depression of extra weights, an additional of results. These lonise the gap weight components excluding the Belmoni, Surrey (01-642 S691). Weight components excluding the Belmoni, Surrey (01-642 S691). These lonise the gap reparations and can be used with which the flix S finitended for the flix S finitended for use with eight weight and weig

suitable for lise with eight bit display: is entered 100 an opening clamps to the hull plates. micros such as the 8080A and internal 16 x S display memory whice can, if desired be The chip's input section can organised as two 16 x 4 left, and is bydraulically adjusted provide a scanned interface for memories. a variety of keypad formations Data entry can be either left up to a maximum of a 64 contact entry (calculator style): The key matrix. The input can he entry (typewriter style): The

usends of types and sates a fair immediate delivery



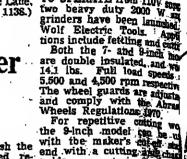
SOLVES YOUR

FOUNDRY

PROBLEMS

keel blocks. Two models are available

METALWORK





NAVIGATION

Guides the small boat

A NEW division of APT Elec- On releasing the trigger the tronics, Aptel Marine bas huilt-in non-liquid compass is introduced a band-beld direc-tion finder aimed at the small member the hearing. 100boat market.

combustible board has been boat market. Panels to provide easy-to-instal is completely self-contained and fire protection around steel beams and columns. The boards bave rebated edges that fit together to form fire residue to the world over the frequency in the is a single reference crystal. An inbuilt digital clock provides that fit together to form fire range 190 to 500 kHz. Cover fillets. The material, trade range. An eutomatically tuned receiver is used, the eccuracy and stability of which is locked to a single reference crystal. An inbuilt digital clock provides immediate station sequence operation is simple and checks and is accurate to two cover fillets. The material, trade required station is selected on finder in its tongh, waterproof a pocket calculator type of key-

named Vermiculux, is sufficiently required station is selected on inder in its tongo, waterproor strong for the casings to be con- a pocket calculator type of key- case weighs only 1.2 kg. structed by edge-screwing the ped, the trigger squeezed and More from Darwin Close, boards together. the instrument roteted for a Reading, Berke RG2 02B (0734

The maker says Vermiculux null on the meter or earphones. 862155).

Jos infila

The maker says Vermiculux null on the meter or earphones. 862155), has been tested by the BRE Fire Research Station and to BS 476, Pt. 8, 1972, and complies with Parts 4 and 7. Periods of fire protection up to four hours can be echieved. It is medic from exfollated vermiculite and binders in an antioclaving process, and may be worked by slandard wordworking tools. It is unaffected hy humidity. Board size is 1,200 x 610 mm wilh the sbort edges rebated, and mine thicknesses are avail-able from 20 to 60 mm, Special

and nine thicknesses are avail. International. able from 20 to 60 mm. Special The hand-over took place at Underwater Maintenence Com-sizea can he ordered. Details from Cape Boards and works, where two lechnicians alreedy operates the system it. Panels, Iver Lane, Uxbridge, from Smit Tak (Antilles) NV self in Las Palmas and the Middx. UBS 2JQ (Uxbridge have heen trained in the Middle East operation and maintenance of the Increasing tanker traffic to tha equipment. By ogreement between the BBC underweter vebicle which bean erea where Smit Tak



Carruthers MONOBOX cranes lift loads in virtually every country of the world.

Just about anything you can think of up to 200 tonnes In weight has come under the Carruthers gantry. Pipes, metal fabrications, cable, scrap, sheet glass, you name it it's been moved by Carruthers. Or it could be - with tailor-made equipment.

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knowledge. And when it does it'll pay to keep the best name in mind - Carruthers.

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Financial Times Wednesday December 21 1977

anagement Page

bespire the rapid growth of Unlike the ambitious early premational banking activities drafts produced by the Eurower the past-decade, there are pean commission at the time of wer the past-decade, there are pean commission at the time of the six-member EEC, which sought to impose rigid and de-pical obstacles which can make tailed rules for harmonising

t difficult for a bank based in banking practices, the directive ine EEC country to do business is modest in its immediate aims. another on the same terms Rather than seeking uniformity beal competitors. In many for its own sake, it proposes

The basic principle of free concerned with "credit institu- future to national authorities exactly what form the rules future, a methanic outer as all banks in the ESC depositors in all countries, yet, though, before the ESC is be principle of the undertakings whose business is be granted only if certain two consultative groups: an sels in early 1973, recalls: "It is been recognised in the undertakings whose business is be granted only if certain two consultative groups: an sels in early 1973, recalls: "It is been recognised in the undertakings whose business is be granted only if certain two consultative groups: an sels in early 1973, recalls: "It is a consultative group of the undertaking whose business is be granted only if certain two consultatives groups: an sels in early 1973, recalls: "It is a consultative group of the undertaking whose business is be granted only if certain two consultatives groups: an sels in early 1973, recalls: "It is a consultative group of the undertaking whose business is be granted only if certain two consultatives groups: an sels in early 1973, recalls: "It is a consultative group of the undertaking whose business is be grant ensure equality of treatment, representatives of all the super- discover when I got here that many and Italy already bave schemes could be left to national ing directive undoubtedly representatives of all the super- discover when I got here that many and Italy already bave schemes could be left to national ing directive undoubtedly representatives of on un national Specifically exempted are to give office us the committee with each other in any formal or the total credit outstanding to be incorporated into a planned remains to be done before it and to grant ensure equality of the as a criterion for new smaller contact committee with each other in any formal or the total credit outstanding to be incorporated into a planned remains to be done before it ards giving it a practical apower while in Britain excep required to phase it on over a which is expected to

ministers approved a gen- the hat one bank the The directive also envisages proposals. framework directive gov- Commonwealth Development explicitly the adoption of Rohin Hutton, the director of in Germany in 1975 could have across national fromfers, and rescue operations like the Bank the inter it has taken the EEC age banking activities Floance Company, agricultural common EEC rules on liquidity the Commission's financial insti- been contained in the resciting the introduction of A directive could also be stone. ing canking inchout the Nine.



Cognac takes

to the public

By Kenneth Gooding

that anyone wishing to set up a mental information within broader exchanges between Technically, the directive is new bank will have to apply in banks. The task of determining banking supervisors in the Nine. The basic principle of free concerned with "credit institu- future to national authorities exactly what form the rules Hutton, a merchant banker who

directive to fill the gap.

EDITED BY CHRISTOPHER LORENZ

هند فنالاهل

ested countries.

five main areas: The establishment of agreed Deposit insurance.

methods of asset valuation and the presentation of banking up proposals for a separate

Agreement on solvency and liquidity measures to be applied equally by supervisory bodies to

November, when EEC fin- tions have also been made for maximum period of 12 years. up most of the detailed ramifications of crises like the cial banks. But so far none of failed banks and setting down assess the speed of progress

ordination between the inter- such a scheme on the grounds introduced to open up the sted countries. that it could breach confiden- housing finance market, which Hutton sees future efforts to tiality and lead to higher costs. is currently structured almost flesh out the framework direc- Those already involved, how- exclusively along national lines. tive concentrating initially on ever, argue that it is fairly EEC citizens who nuve from one Inexpensive and helps in moni- country to another can have toring credit risks. considerable difficulty raising

Only loans if they are not personally Germany has a formal system known to lucal mortgage comaccounts. Banks were excluded in operation at present, and panies. It would take comparafrom the EEC's draft directive only for private banks, though tively little change in most on Company accounts and com- one is proposed in the British national legislation in enable mission staff are now drawing Government's recent White huilding societies and similar Paper on banking, which has institutions to finance property been drawn up to conform with purchases outside their own the objectives of the directive, national frontiers - provided The aim at EEC level would be that exchange control laws to ensure that broadly similar permit such transactions.

mortgage corporations, credit and solvency ratios, the with tutions department and one of been better cross-frontier co- are resisting the introduction of A directive could also be stone.

ported spirits from 17 to 34 per thought: "I can't visualise Hong Kong and South Africa. first time Martell has just comcent. this summer. Denmark myself behind a desk all the Consolidated turnover for the pleted a two for five rights issue, also pushed up duties on im- time reading computer print- year to June 30 was Frs.589.6m. to raise Frs.10801. (around ported liquors. "So even EEC outs. I like to see the people. (roughly 169m.) and profits he- 1120.1, with the proceeds going countries put up barriers to We Martells are too much like fore tax Frs.70.6m. (around towards the reduction of shortother Community countries' farmers; we like to feel our feet £8.3m.1. products." on the soil."

have separate, more favourable. Martini and Rossi. "After four Singapore also ranking highly. duties . for spirits."

one product company," so why We either had to invest more of the few remaining "quoted" tive Board also seems a cer-

belleve you can control your tively big business and formal "less than 1 per cent." mac is said to be "the It was a major, not to say In spite of the shock to the sales come from exports (to 170 business better if it is slim management structures are well. Rend maintains: "I have some cousin Andre Martell and his els" share." In the House traumatic, move for the existing systems of some members of the countries) so "yon must take a rather than fat. In any case, established within the group, personal shares in Matthew brother-in-law Martell there is a room con- shareholders. To start with it family, René insists that going conservative approach to pros- all our executives are fully For the first time this year the Clark-also less than 1 per cent. ming the very old Cognacs is said that II of them became public has been good for the pects when local political employed and we must make company produced consolidated —and I will keep them for ever. of the family in the business at d it is named "Paradis." (sterling) millionaires as a Martell company. The reasons decisions could change im- sure that there is good manage- figures, which took in the re- So I never look at the price and the moment so the Board will

business in France and sub- much they are worth."

term debts and financing stocks The family shareholders will Fortunately Martell's best As it happens, since he Frs.100m. t214m.) went to the take up their entitlement and market the U is the take up their entitlement and Fortunately Martell's best As it happens, since he Frs.100m. t£14m.) went to the take up inter entrichen and market, the U.K., is also "the became chairman the Martell U.K., followed by France itself, 75 per cent. of the issued fairest in the world and the only group decided to sell off the the U.S., Germany, Belgium and one in the world which does not Noilly Pret aperitif business to Canada with the Far East plus want to sell a quarter of the bave separate, more favourable. Martini and Rossi, "After four Singapore also ranking highly, want to sell a quarter of the shares but the Stock Exchange

> the right structure for distribut- has been handled since 1833 acceptable." Family control of the execumoney and set up a separate wine and spirit groups. There is tainty for the foresceahle two companies and Martell has three directors three is the Martell is, however, a rela- only a few shares in Clark- maximum permitted under French law) are Réné, his Yves Flury,

"There are five other members sults of its drinks distribution I have no idea at all about how almost always be made up of members of the Martell family,"

abat colds or fight fevers; it gaze. roves the functioning of the aroves the functioning of one Personalities is a remedy for arthritis,

the drunkard -

n IE

ritious value; it accelerates its operation, now had to go increasing demand on the existestion; is the least offensive throngh the painful process of ing few shareholders for finance all sedatives, can prevent or opening its books to the public for the expansion of the

g life generally. They also important turning point. Michel various sources. And there was that "It is as improb. Martell, the Cambridge-educated the question of getting a proper that the lover of Cognac Anglophile president, retired in valuation for the shares.

Unil two years ago the public finance director.

age for the drink they call which has been a private com- quickly acknowledges. "Michel Frs.230m. against the book be water of Life." Cognac pany for more than 260 years is a worderful related with the book air above the village of cent of its shares on the market. more a matter of teamwork." there is even a touch of result. But this is bearsay. The behind the sale of shares were portant overseas markets over. ment in any company we wish hance about some of the less palatable aspect for some not particularly original and are night." He quotes examples: to acquire." Introduction of the less palatable aspect for some not particularly original and are night." He quotes examples: to acquire." Introduction of the bear was that the company, those which have forced many Italy increased the VAT on im- And after some, further the for Cognac. In modera- used to spreading a cloak of a family company to spread its p they insist, it has a distinct secrecy over the financial the of ownership. There was an ever-

FRENCH producers of pany in the business and the Cognac, have very different him the stock market value of

business. There was the question of possible dissent within the family about the takeover approaches which

t, diabetes and asthma as The company has more arrived with monotonous reguas being thought to pro- recently come to another larity once a month from

ecome a drankend as it is July and has been succeeded by Ironically. Rene believes drankard will become René Martell, his cousin, who that the Paris Bourse has drankard will become was previously the 51-year-old never had a chance to put a respectable price on Martell

and no chance to invest in the The two, although they are shares because prices generally indiction of this wonderful both direct descendents of the have been depressed throughout guid But then Martell, which Jean Martell who left Jersey in the first two years of quotation. he company in For example, when I talked to 15 to set no

ars in oak barrels and the ing to the eighth generation of on the company. Now we must Réné Martell is full of Gallic not very enthusiastic about it. We decided to sell." indy which evaporates into the founding family, sold 25 per change our style and it will be caution. But with good reason, growing, growing, growing. I Martell is, however, Some 92 per cent. of Martell'a

. Rene says: "Personally, I am sales operation for Noilly or sell no formal contract between the future. At the moment the

And, after some, further sidiaries in Mexico, Venezuela, Using its quoted status for the Renc admits with a grin.



The Grindlays Bank Group has come a long way from its beginnings in the 19th Century. In 1977 we are a major international bank -a world leader in certain areas-but we work hard to preserve the traditions that put us where we are today. Although the Group is now represented and active all around the world, we have not forgotten that it is people who make our business: our own specialists and managers in head office and branches working alongside other people-our customers. The success of this team effort can be seen in these examples of the Group's activities - as they happen They are the result of people's efforts. That is what Grindlays Danks on

locally-produced years we found we did not have In the U.K. Martell Cognac insisted that was the minimum Martell is the epitoma of the ing and selling Noilly in France. by Matthew Clurk and Sons, one



eels like Kenya sooner when you fly Kenya Airways.

Airways, and get a foretaste of main hospitality you'll meet throughout Wa-as soon as you leave Heathrow. Very day at 18.25, a Kenya Airways eleaves Heathrow for Nairobi, Flying diferent cities each day, Kenya Airways hects you with Rome, Frankfurt, Zurich. ens and Cairo. Every Sunday, there's additional flight that calls direct at beautiful resort of Mombasa - the y light from Europe to do so.

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COMPANY NEWS + COMMENT

Lonrho down £5m. after last quarter drop

A £13.6m, downturn in final. quarter profits to 528m. has left taxable profit of Lonrbo £5m. taxable profit of Lonrbo 15m. HIGHLIGHTS lower at 158m. for the year ended September 30, 1977.

10

The result is after a £9m_ rise the group's interest bill to £22m., and came on turnover to per ceni. higher at £1.26bn. Directors say the increased interest charge arises mainly from acquisitions and investments in the U.K. This policy should progressively enhance the U.K. cash flow in the current and future years.

They say that the year's figures were affected to a material extent by exchange rate movements, profits from the sale of properties and the writing back of depreciation arising from revaluationa.

group's one-for-seven rights issue.

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Group Associates Profile Defore Interest. tax nterest perer tax Associatos

BUDDEITIES +Before

See Lex

Petbow first-half progress

FURTHER progress was shown by Atcanwhile U.K. trading has need FURTHER progress was shown by very quict but there should be Petbow Holdings during the six some bencfits to the second half months to September 30. 1977, with from a recent upturn in demand taxable profil advancing from from industrial and commercial

Sales were £2.17m, better at £10.01m, with the U.K. export con-tent up from £6.11m, to £5.53m. Improved profits and sales are just over 9 for Dsle. cxpected for the current year the directors say. Full time profit for 1976-77 was a record £2.79m. The commany has not find the form

The company has settled wages and salary negoliations within the Government's guidelines and is directing efforts towards greater

in recent months the company's U.K. market has shown signs of reviving. The company, which makes generating and welding sets, has received a number of fl.19m. to fl.56m, profils of substantial orerseas contracts Nurth and Wright, producers and as a result, has a very satis and distributors of fund raising factory order book they add. The net interim dividend is from £273,857 to £316,671 in the raised in 3p (2.73p] and will be half year ended September 30, raised in 3p (2.73p] and will be half year ended September 30, and Mr E. Bird intend to waive the total for 1976-77 was 3.7858 side in Jevons Cooper which it f1,72m, to f2.84m, and Mr E. Bird intend to waive the total for 1976-77 was 3.7858 side in Jevons Cooper which it f1,72m, to f2.84m, and Mr E. Bird intend to waive the total for 1976-77 was 3.7858 side in Jevons Cooper which it f1,72m, to f2.84m, and Mr E. Bird intend to waive the total for 1976-77 was 3.7858 side in Jevons Cooper which it f1,72m, to f2.84m, and Mr E. Bird intend to waive the total for 1976-77 was 3.7858 side in Jevons Cooper which it f1,72m, to f2.84m, and Mr E. Bird intend to waive the total for 1976-77 was 3.7858 side in Jevons Cooper which it f1,72m, to f2.84m, and Mr E. Bird intend to waive the total for 1976-77 was 3.7858 side in Jevons Cooper which it f1,72m, to f2.84m, and Mr E. Bird intend to waive the total for 1976-77 was 3.7858 side in Jevons Cooper which it f1,72m, to f2.84m, and Mr E. Bird intend to waive the total for 1976-77 was 3.7858 side in Jevons Cooper which it f1,72m, to f2.84m, and Mr E. Bird intend to waive the total for 1976-77 was 3.7858 side in Jevons Cooper which it f1,72m, to f2.84m, and Mr E. Bird intend to waive the total for 1976-77 was 3.7858 side in Jevons Cooper which it f1,72m, to f2.84m, and Mr E. Bird intend to waive the total for 1976-77 was 3.7858 side in Jevons Cooper which it f1,72m, to f2.84m, and the f2.84m, and the f2.84m, and t1.84m, and t1.84m, and t1.84m, and t1.84m, and t1.85m, and t1.85m, and t1.85m, and t1.85m, and t1.85m, and t1.85m, and cost effectiveness.

Lonrbo presents the market with some disappointing figures. Full-year profits are down from £93m. to £88m. pretax, quite a landmark, for it is the first time in the company's history that it bas had to report a setback. Lloyds and Senttish reports on a happier nota with pre-tax profits up by a fifth. aided by the sharp decline in interest rates. Meantime, at FMC. there is a £427.000 interim loss but better things are promised in the second half. Linfood's profits are up by 19 per cent. despite the ravages of the high street price war, and the group looks to be heading for £61m. for the full year. Elsewherc, the depression in the steel industry has hit Cooper Industries, profits down 27 per cent. overall, but Pethow has come up with a reasonable performance relative to its com-

petitors

E39m.) and minorities, but before extraordinary iteme, attributable profit comes out at £47m, up from £40m. Although attributable profits arc 15 per cent. higher earnings per sharc are only marginally ahead at 26.2p (26.1n) per 2.5p sharc fnllowing the group's one-for-seven rights issue

8.6p. Net profit for the half-year emerged at £692,000 (£617.000) after tax of £750.000 (£668.000). 1976 after jax of Liblow (1995,000). 600 There was an extra-ordinery debit 1.643 this time of £41,000 (nill relating 1.666 to further costs resulting from 77 closure of Australian subsidiaries.

• comment

S²
 S³
 Compared with Dale Electric's ⁵
 S⁴
 Compared with Dale Electric's ⁵
 S⁵
 S⁶
 Compared with Dale Electric's ⁵
 S⁶
 Compared with Dale Electric's ⁶
 S⁶
 S⁶

11.29m, 10 £1.44m. However, in-creasing competition in overseas markets, together with the hardening of sterling, affected sales were £1.17m. better at \$10.01m, with the U.K. export con-tent up from £6.11m. to £5.53m. to should be possible for the sales were £1.17m. better at \$10.01m, with the U.K. export con-tent up from £6.11m. to £5.53m.

Norton & Wright up

A. Cohen int. Cooper Inds. int. Crystalate Danae foy, Tst. int. 1975. But the underlying trading picture looks like renain-ing depressed and the group siderably below capacity. Mean-while the shares at 121p yield almost it per cent. on a forecast Norton and Wright ... int. Nora (Jersey) int. Nova (Jersey) int. masimum dividend Petbnw

DIVIDENDS ANNOUNCED

Current payment

1.93

0.7

†2.41

1.31

23

0.35

1.44

0.6

0.32

int.

Batleys of York

Bluemel int.

Plexton's Radiant Metal int. Alexander Russell ... int.

Scolusb Homes Inv. int.

Turner Curton

Bell and Sime int. 0.88

Date Corre of spondin payment div.

Feb. 23 Feb. 3

April 4

April 3

Fcb. 24

Jan. 31

Feb. 13

Feb, 10 Feb, 2

Feb. t3

Jan. 30

Jan. 31

lan. 3t

Feb. 10

Corre Tatal sponding for div. year

÷

0.66

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3.95

\$7.8

0.9

0.88 2.11 0.58 1.72

0.4 0.33

1.21

0.7

1.93 •2.5

2.13 1.tT

2.75

0,5

1.22

0.32

Tetal last

year

328 4.27

2.63

- 0.33 2.83

2.36 5.91 18.5 3.53 8.79

Linfood near £3m. -confident

AN ADVANCE of t8.83 per cont. in taxable profit from £2.480,000 to £2.947,000 was achieved hy Lin-food Holdings, wholesalers, re-tailers and cash and carry distribuber 12, 1977, Similar growth was shown by sates which were aheed from £147m, to £174m,

associates was up from 110,000 amounted to £321,000 (£242.000). 40 per cent. The main growth area has been the OPEC countries where the ennrmous demand for thuc in the directors explain that the depressed trading conditions con-thrue in the current period end thrue in the sub-sential capital expenditure pro-reatme to improve the company's small independent reteilers, has the directors antici-the directors antici-the directors antici-the directors antici-the directors antici-the directors antici-the total for the previous year and the Sisters it owns trading the sales increase of 19 per cent. Turnover nf the group (steel E1.78m. Turnover nf the group (steel takes in three or four points of re-rollers, precision engineers, volume, though it is impossible builders and metal sprayers) rose to judge whether the Garcway from £10.28m, to £11.32m, in the acquisition is expanding faster half year. After tax of £370.900 than the original group. Mean-(£497.500], the nel protit came while the cash and carry side is through at £315,600 against steadily improving. Though its £450.200.

procers way have been hit hy the price war: more than half its sales

Polly Peck spells out

 Stand Pre-tax is in the subscription of the serve-cription serve-cription of the serve-cription of the serve-cription In the fashion division, thereby of the arrangements entered into in the group with Natlooal West-minster Bank for the reorganisation of group borrowings.
Mr. B. Zelker, chairman, save that the principal objective of this arrangement was to enable those companies in the group eogaged in the fashion business to contain the fashion business to companies in the group eogaged and defined extinct, save to a pre-agreed unat fing liability of those companies in the group and the fine desired that the property investment.
It subsequently became apparent to the Board interest of the companies in the fashion working caplaration by securing the release of the companies in the fashion working caplation from their remaining the companies in the fashion working caplation by securing the release of the sourd and the fashion division from their remaining the senaration were to be carried in its logical conclustion from their remaining the senaration the set interest of the companies in the fashion division. I hereby effecting e company and its fashion division subsidiaries. which is considered that it was in the board the Bank and floating charnes over the Board the the aspect of the two. legal edvisers, a detailed agree- company and of its shareholders ment was reached as to the lo accept the offer from the new manner in which the separation bank and to implement the agree-should be achieved. The main ment with the bank and this terms of the agreement can be was accordingly done on Novemterms of the agreement can be was accordingly done on Novem-ber 11. 1. The Bank agreed in accept in the Board's view the conclu-a sum of money in full and finat sion of these arrangements—in-settlement of all liahilities of the volving, as they do, the cencella-fashion division to the Bank, as tion of direct indabtedness of a result of which the net assets companies in the fashion division of the fashion division will show to the bank, a release of tha com-an increase of some £160,000 panies in the fashion division. 2. The Bank agreed to the fram their remaining hebilities release nf: (al its fixed and floating establishment of the new working charges over the asaets and capital facility with the new bank undertakings of eech of the com-will achiave e siznificant panies in the fashion division; (b) its legal mortgages over and borrowing position of the certain of the leashold proper-fashion division companies, and tles owned or occupied by euch should do much to ensure the companies; (c) its charge over the £1 division.

'Emancial Times Wednesday December 21 1977 INEWS ANALYSIS-SPINK TAKEOVER

The private face of shipping

BY CHRISTINE MOIR

fid

Monday's announcement that the slump in world solving just over half the shareholdars (which has worsened this year, of international coin and fine art according to finance director la dealers. Spink and Son, have Robert Fawcett) knocked operat-accepted a bid from Andrew Weir, ing profits from shipping but the means that Spink will now inevit-ably so private. Descrite the extreme tyeling

0:3 7.7 The group it will be joining Despite the extreme tyclically dees not just have a low profile; of shipping there is no sign that it has virtually none at all. Yet the chipping there is no sign that it is said to be the third largest it is said to be the third largest private company in the U.K. and second world war the company it is number 109 on the table bas spent 200m, oo 84 ships fai of. the Times 1,006 largest uilt in Britain and mostly at 14.233. employees: shareholders further nine-ships on order for further at the end of last year were capital employed wae 1979. Total tounage 16000 649 1.73 2.01 0.72 Dividends shown pence per share nel except where otherwise stated *Equivelent after allowing for scrip issue. † On capital increased by rights and/or acquisition issues. ‡ Additional 0.070p for 1976-77. § For 57 weeks. 1979. Total tonnage 186,000, prin capital employed wae

Litim.: capital employed was 1919. Total tourage 186,000; prime Elarm, producing pre-lax profits 173m. of f12.4m.: and thara was around This puts into some sort of real Litim, in cash and marketable text the Line offer in Solnk was accurities.

Bism. in cash and marketable text the 15m. offer for Solat were accurities. Rougbly 80 per cent of the against shipping and marketable text the 15m offer for Solat were is looking for two things from this acquisition: a slight deleace surface cycles: and a boot is generated nut of shipping sur-aluses. Andrew eWir owns the Bank Line which operates 50 dry Bank Line which operates 50 dry cargo ships of about 17,000 tonnes idead weicht aplece. The next biggest slice of profits comes from marine insurance underwriting, despite the good run on the

Idead weight aplace. The first file present over 9 per test biggest stice of profits comes from produces just over 9 per test including a pooled venture with Legal and General. Then there is insurance broking and invest-ment dealing plus-a half share with East Asiate of Copenharen of the United Ballic Corporation and its subsidiary. Macandrews which operates a further 12 the purchase of Lord Inverforth (nothing fo do with the engineering Wair Group, "Lord Weir just managed to small the the tirls a few years bable the my grandfather," says the

LIMN. SO IAT The hand lool group lurned in pre-lax profits of £1.4m. in 1976, and when reporting half t year, profits of £1.4m. in maintained at £1.1m. for the first t year, profits of £1.4m. in thalf of .1977, the directors of months ago, the group wrote that t we shall be very disappointed in t materially exceed those of 1976. This will be down on. the near the state is an about the the time will be down on. the near the state is an about the the stock market to expect t materially exceed those of 1976. The hand lool group wrote that t we shall be very disappointed in t materially exceed those of 1976. This will be due partly to diffi-t materially exceed those of 1976. Seles by the group, which re-stock appreciation. Lower steel t from the the time will stock and state and manufactures non-stock appreciation. Lower steel t for Munitions in the graat way for wards and the time t the stock market to expect t full year profits of more than t materially exceed those of 1976. This will be due partly to diffi-the turn of the century his Bank to iend stock appreciation. Lower steel t for spansion. Lower steel t for stated arnings per 20p share t full year profits of more than t full year profits of more than t weight and the state and manufactures non-t for Munitions in the Great War. The hand lool group is managing the the turn of the century his Bank to iend took appreciation. Lower steel t for spansion. Lower steel t for stated arnings per 20p share t full year profits of more than t full year profits of the profits canne there more than t full year profits of more

Scottish

1976 was 3.126p. Mr. Grosbard says that the Tax for the balf year took chairman in 1971 pre-tax profits interests but, says Lord investigation of dividends until next minorities attributable profit peak of £12.5m, in 1975, Last year a generation yet."

£573,000 in respect of the effe to purchase its outstanding £600.000 10 per cent convert

associates have dropped by retailing—restaurants etc. The almost 43 per cent after six nullook for the second half hioges months as the depression in the on Chartman but it is hard to steel industry has taken a large imagive that competition with hile out of cernings and more each Howard returns Cooper Industries profits before are lo customers outside food

Spear & Jackson forecast takes a knock

After tax of £163,000 (£143,000), the net profit emerged at £131,61 (£130,0851. Earnings per share are etated to be up from 4.66p to 5.4p, Coopper Indust well down at halfway A DROP from £938,000 to sessofiate was up from £185,000 to £213,000. The directors explain that the terressed trading conditions con. A DROP from £938,000 to the six months ended October 31. The directors explain that the terressed trading conditions con. A DROP from £18,000 to the six months ended October 31. The directors explain that the terressed trading conditions con. A DROP from £18,000 to to £213,000. A DROP from £18,000 to the six months ended October 31. The directors explain that the terressed trading conditions con. A DROP from £18,000 to to £213,000. A DROP from £18,000 to the six months ended October 31. A declining inflation rate has assorbing to the first half bit ACT assorbing to 25,81m. The net iolerim dividend for sasorbing first half bit ACT assorbing first first half bit ACT assorbing first first half bit ACT assorbing first fir

• comment





Sir Oliver Chesterton speaks of

'striking a fair balance between investors and borrowers."

Addressing shareholders at the 130th Annual General Meeting of the Woolwich Equitable Building Society, the Chairman, Sir Oliver Chesterton, rejected recent criticisms that building societies do not adjust their interest rates frequently enough, or quickly enough. "This allegation ignores the very nature of our business" he said. "We have to strike a fair balance between the sometimes conflicting interests of our investors and borrowers. Our main objective is to maintain a supply of funds for house purchase."

TOUR investors entrusted to us the considerable sum of £659m and their balances increased by a record £263m.77

Net receipts from investors and capital repayments on existing mortgages enabled the Society to lend on mortgage the highest ever sum of £351m. At the year end, 30th September 1977, the Society's total assets at £1,772m were 19% greater than at the beginning of the year.

KThe General Reserve at the year end stood at over £58m.77

Given the way in which economic conditions can change so rapidly, Sir Oliver went on to say "this Reserve is a very reassuring item and materially contributes to the public's confidence in the Woolwich Society."

It was an exceptional year of starkly contrasting conditions.77

The Society's ability to cope with the sudden changes in money market conditions derives from its level of liquid assets, which at the year end totalled £327m or over 18% of total assets.

R We have had an excellent year and look forward to similar results in the current year.77

The past year has shown how quickly the market can turn in building societies' favour, and how quickly it can turn against it. Commenting on the future of building societies, Sir Oliver referred to the Government's Housing Policy Review and its recognition that home ownership would not be so widely spread in this country without the financial mechanisms which building societies have provided. "The philosophy within the Review," he said, "is not at variance with our own and the Woolwich will continue to do its best to help as many people as possible to become owner-occupiers."

WOOLWICH

EQUITABLE BUILDING SOCIETY London SE18 6AB

Copies of the Annual Accounts of the Society and the full text of Sir Oliver Chesterton's address, are available from the Secretary at the Society's Head Office.

ISSUE NEWS Yearlings down to $7\frac{5}{8}\%$

I CAILINGS UV VII UV 18 /0 The coupon rate on this week's Congleton Borough Council batch of yearling bonds has eased (£4m.). Chelmsford Borough lower at 74 per cent. at par com-pared with 71 per cent. hast week: per cent. Bonde due on December the bonds are due on January 3, 17, 1390 at par. 1979. This week's one year Issues are: Lancachire Council coupon of 101 per cent. and dne (£4m.). City of Dundee District Council (£4m.). City of Dundee District Council (£4m.). Metropolitan District Council (£4m.). Borough of Sandwell (£4m.). West Gwent County Council (£4m.). Witshire District Council (£4m.). Gwent County Council (£4m.). Gwent County Council (£4m.). Borough of Sandwell (£4m.). Gwent Council (£4m.). Borough of Barnee (£1m.). Witshire District Council (£4m.). Borough of Barnee (£1m.). Tweed-dale District Council (£4m.). Borough of Barnee (£1m.). Borough Council (£4m.). Borough Council (£4m.). Borough of Barnee (£1m.). Borough of Bar Forest Heath District Council (£4m.), Greater Manchester Pas-senger Transport Executive (£4m.), London Borough of Greeo-wich 1£Im.), London Borough of Greeo-wich 1£Im.), Coorley Borough Council (£4m.), Cborley Borough Council (£4m.), Cborley Borough Council (£4m.), Coorley Borough on December 19, 1979 at par are issued by Teignhridge District Council 1£1m.), South Yorkshire Council 1£1m.), South Yorkshire County Council (£4m.) and

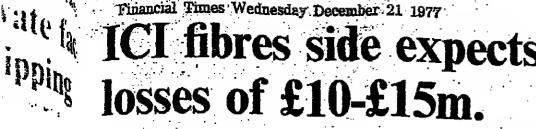
King & Shaxson Limited 52 Contailt EC3 3PD

Gilt Edged Portfolio Manag Service Index 20,12.77 Partfolio I Income Offer Bid Portfolio II Capital Offer Bid

- OMELALIN VI	A CONTRACTOR	Cu . Ku	COULC		·1 ·
(Dollars in millio	ons, excer	t per si	iare)		1
	. Three M	onths	Nine	Months	· I .
	End	eđ	··· · Pn	ded	· 1.
	" Septem)		-		
the second s	. 1977	A DOM	Things	1004 Croy	2000
					a ti
Net Sales	\$1,075.8	0000 A	C2 -04 0	C2 625.4	観話
Tech Dates (The second	er,019.0 .	DOGO'S	20.00LD	Ou court	2.7 7
and a contract					1 -
Cost of Goods Sold	872.3	758.8	2,562.9	2,281.4	Marian
Marketing and -					
Administrative Expenses	93.2		. 292.1	261.1	F0
Technological Expenses	40.2	34.0	-129.3	111.1	42
	·			·	
	1,003.5	873.7	2.954.3	3,656.6	
Operating Income	70.1	1247	519.7	578.8	· •] ·
				578.8	
Income Charges (Credits):					
Interest expense	20.9	2t.0	64.5	57.1	
Other-pet	(9.7)			(185)	
			للبنيت ا	·	
	11,2	20.9	- 49.3	38.6	
				· · · · ·	
Income Before Income Taxes	58.9	102.0	470.6	540.2	
	JQ.J	103.0			
Provision for Jacome Taxes:					
Current	34.1	27.3	179.6	196.0	1
Deferred	(0.1)	13.1	36.5	25.5	1
and the second second		<u></u>	÷		i i
	34.0	40.4	216.3	221.5	
					11: .
Net Income				e 9157	
ALC: MEANE	44.95	63.4	3 234.3	S 3187	
Earnings per Common Share:					1
Primary	5 D.66 S	-1.69	5 6.88	\$ 818	
Fully dilutad	0.66	1.69	6.79		

financial years ending on the sp Daamai Holdings Ltd.	ecified dates: Edinburgh	(29,659	31.12.76
Radley Fashinns and Textiles	Comparen .		
Led.	London, W1	. (66,851	19. 4
MY. Bart Ltd.	Barnet	£386,694	2.734
Leon Berner Group Ltd.	Walsall	£18,182	31. 玛丽 能管
Audia Fidelicy Lid.	Leeds	686.574	30. 招、 日間間
George . Whitehouse			
(Engineering) Ltd.	Birmmgham		2.7 11 1.198
William Jacks and Cn. Led.	Sunningdale,	-: 654,113	30. 19 19 19 19 19 19 19 19 19 19 19 19 19
Priest Marians Holdings Ltd.	Tunbridge	£9,394	30. A A A
French Kier Huldings Ltd.	Buckhurst Hil		31.12 ANS & R
English and Overseas			
Investments Etd.	L'andon, EC2	C54,594	31. 🚝 👘 🗑
Capital and Counties Property			25. 3.
Con Ltd.	London, SW1	-570,598	1.107
Marchew Brown and Co. Ltd.	Blackburn	£1,004;244	31, 737
The Talbex Group Ltd.	London, WI	676,470	2.10.77
Hvertharne Group Ltd.	Dudley	(79,545	10. 9.75
ansome Huffmann Pollard Ltd		£1.584,828	30. 92
Jacorome lacemarional Ltd.	Chaltenham	£152,038	31. 37
tockizke Holdings Ltd.	London, EC2	£164,444	2.10.74
Rediearn National Glass Ltd.	York	£971,087	30. 67
Welleo Huldings Ltd.	London, SW1		31. 23
tarat Electronics Ltd.	Bracknell	2.938.658	1.107
Avon Rubber Co. Ltd.	Melksham 👘	£932,770	31. 87
Duple International Ltd.	Blackpool	£370.052	51

Tinancial Times Wednesday December 21 1977



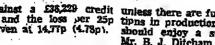
BY KEVIN DONE, CHEMICALS CORRESPONDENT

Harvey-Jones, the main Board director with responsibility for the textile industry in Western Surope has been going through one of the worst slumps it has

S-SPINKI

Bn) earlier this year II appeared

The industry has fallen back jo the 1975 level of losses of inore thao £500m. In that year [[]'s share amounted to £30m. The company has been trying The company has been crying in reduce the diviaion's staff by more 30 per cent, while at the mage time increasing production isimilar amount. to reduce the division's staff by

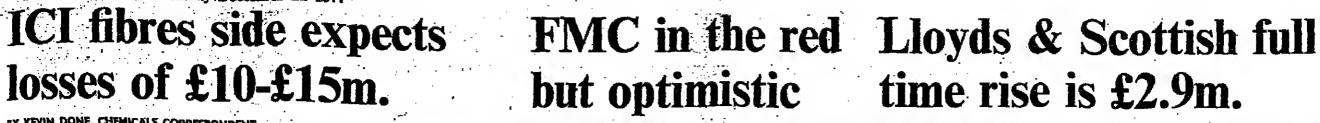


now says. Alexander Earnings for the year show a rise of 2.35p to 8.59p per 25p share and the net total dividend Russell is lifted to 3.67p (3.3385p) with a

But earlier this year II appeared that ICTs major programme of restructuring the fibrea business had begun to bring II back to profit was achieved in the first quarter of 1977. This has since been wiped out by rising costs, stagnant prices and lower sales. Nonetheless, Mr. Harvey-Jones maintains in a message to employees that relative to other fibre producers in Western Europe, ICT has been steadily improving its position. The combined losses of the synthetic fibre producers in Western Europe are likely to be of the producers in following the reduction to some £350m, last rear. The industry has faller hast

Bluemel reaches

k months to September 30, 1977. Production at the company's however, the directors anticipate Wolston factory was-halted by an an the company will trade at unofficial industrial dispute for trak-even levels in the third two weeks during October, and a seven-year term loan of fism. harter. For the last full year the loss of turnover may have to finance working capital com-be deficit was £149.605. The loan was arranged First balf turnover slumped the first six months of the current and syndicated by Hambros Bank om £1.87m. to £0.75m, and the year, Op the other hand, demand A group of major international have struck after depreciation for the group's products con-banks, including Hambros Bank



WITH LOSSES arising in its meat. The directors condemn the FINANCIER Lloyds and Scottish meat by-products, and Harris operation of the EEC rules on boosted pre-tax profit £29m, to a divisions BMC alamped from pre-monetary compensatory ampunts record £17.39m, in tha September tax profit of £1.13m, into a loss coupled with the U.K. Govern 30, 1977 year. At half-way profit for the 24 weaks to ment's refusal to bring the Green was abead from 56.62m, to £7.63m, or a Board meetings to the solution of £12.9m, to a Board meetings to the solution of £427,000 for the 24 weaks to ment's refusal to bring the Green was abead from 56.62m, to £7.63m, or a Board meetings to the solution of £18.9m, unfair legalised dumping making volume and market share for the whether dividends of the purpose of considering adverse Common Market factora imported meat products with any term interest rates fell. To that the solution was body and the sub-adverse Common Market factora imported meat products with any term interest rates fell. To that the solution of the solut

is lifted to 3.67p (3.3385p) with a advarse Common Market Lactors in re-real hope of success, they contend. In the first nail, and partly to start-up costs in re-real hope of success, they contend. In the first nail, and partly to start-up costs in re-real hope of success, they contend. In the first nail, and partly to start-up costs in re-real hope of success, they contend. In the first nail, and partly to start-up costs in re-real hope of success, they contend. In the first nail, and partly to start-up costs in re-real hope of success, they contend. In the first nail, and partly to start-up costs in re-real hope of success, they contend. In the first nail, and partly to start-up costs in re-real hope of success, they contend. In the first nail, and partly to start-up costs in re-real hope of success, they contend. In the first nail, and partly to start-up costs in re-real hope of success, they contend. In the first nail, and partly to start-up costs in re-real hope of success, they contend. In the first nail, and partly to start-up costs in re-real hope of success, they contend. In the first nail, and commercial starts in the profit at 195,421 (E141,876). However, management action interval and profit for the sear includes they exponent in the results of the past three taxing and the loss of the result and commercial provement in the results of the past three taxing and the loss of start and the subject in tax of f9.11m provement in the profit start associates for start and the subject in the profit start and the loss of start and the subject in the profit start and the balf year. The New Zealand subsidiary is a f31.000 extraordinary credit profit start and the balf year the balf year the bar bud the the subject in the profit for the search result of the search in the balf year the bar bud the bar bar and the bar and the

The by-products division ran "The New Zealand subsidiary is a tist.000 extraordinary credit rading satisfactorily and profit of bides, aking and wool but the aby put to avoid undue delay in the backyear at 531.000 extraordinary credit rading satisfactorily and profit of bides, aking and wool but the aby publication of the backyear at 531.000 extraordinary credit rading satisfactory agalost end. The your division bas traded from the backyear at 532.000 to E311.000 for the bally satisfactory agalost end. The your divisions are all trading trading divisions are all trading divisions are all trading trading divisions are all trading trading trading divisions are all trading trading divisions are all trading trading trading divisions are all trading trading trading trading divisions are all trading trading divisions are all trading trading trading divisions are all trading trading trading trading divisions are all trading divisions are all trading trading divisions are all trading trading

at 5.6 (5.1) and gross assets are now £333m. compared with £434.7m. a year ago. Directors say it should be recognised that it is the group's policy to take deposits with a spread of maturities, so the full Deferred taxation has increased from £27.5m. to £34.5m. Under 19 maturities.

Crystalate up £0.18m. -rights

FUTURE DATES

Plaxton's

advances

leterims Peterborough Storals profit Stead and Sumpson

Finals-

في الأثبار

Interime-AGB Research, Edbro, Eker tric and General Investmeni. Historic IN THE second half of 1976-77 (offical aod Industrial, Lindustries. R Paterson, Woodrow Wyam. Finals-BOC International, Accord Ridgwas, Sotheby Parke terret. Ridgwas, Sotheby Parke terret. taking the lotal for the year ended September 30, 1977, up to £522,000 against £357,000.

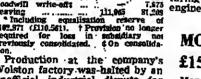
policy regarding valuation of work

Jan. 19 onc new share for every two held Jan. 19 onc new share for every two held Jan. 6 at a price of 10p each. The divi-dend is being slepped up from Jan. 17 p.325p to 0.66p out and is payable Enslish China Cluys Glesguw Stockhulders Trust Feb Reeburg Investment Trust Jan. 2

The directors say that the rights issue is to be used to reduce borrowings, strengthen the capital base and to facilitate the possible acoulsition of a private company. The group makes clectronic components plastic mouldings and Atter tax of £253,000 f£111,900 t

no Preference payment

IRISH TEXTILE group Seafield been paid since a 3.125p linal in years in December 31, 1977, is Gentex's pre-tax loss increased 1974. The loss per share, before \$4.30 per cent, per annum of the from £366,847 to £499.803 in the extraordinary items is slated at sum assured and atlaching





The main of the more will be an operation of the serve of

vestment and Property, the £212m, £36.520. property granp that collapsed in: The net Interim dividend per 1978, are unlikely to receive more 121b, share is increased from than 50p in the pound, 0.5025p to 0.55p; last year's total Mr. Ian Bond, AIP'a liquidator, payment being 1.7259375p from warned yesterday that creditors profits of £153.981 may eventually have to accept After tax for the first six months "substantially less" than a 50p of £44,990 (£37,300) the net dividend, Although unsecured balance emerges ahead from Loan stock holders will evenually £34430 to £41,530. receive a dividend Mr. Bond saya that "pn present information lhera will be nn payment to Ordinary sharebolders."

restment and Property, the £212m, £86.520.

Creditors of Amalgamated In- profits advancing from £71,730 to

Seafield Gentex £0.5m. loss-

 $\frac{1}{10} \frac{1}{10} \frac{1}{10}$

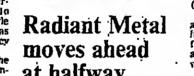
to sound a note of caution. "We TRANSFER MOVE

speciations, it was appropriate to some a note of cautinn. "We the seen how quickly the market to transfer its entire 27 per cent. company This, he added, was quickly it can turn against us, holding in the Hatton Nationel against the Government's policy becauly, we have seen the first Bank Colombo to a Srl Lankan of soreading ownership. An attempt by Grindlays Bank the public and not to a single quickly it can turn against us, holding in the Hatton Nationel against the Government's policy becauly, we have seen the first Bank Colombo to a Srl Lankan of soreading ownership. A plum in loterest rates for over trading concern has been vetoed a year and while we cannot be by the Srl Lanka covernment. The central bank has priced in the flatton Bank not to register local deposits, a concession with-tend, the effect has been to the transfer which business circles drawn from other foreign banks.

MONEY MARKET

Exceptional shortage

Exceptional shortage	to £0.35m. midterm
Suit of England Minimum houses, overnight at Bank of Eng- bills beld by the authorit Lending Rate 7 per cent. Land Minimum Lending Rate of settlement of gill-edged sales. Lince November 25, 1977) for cent, and by buying a large repayment of the small amou The rootinued demand for gitt- number of Treasury bills from tent by the authorities on M wight stock drew further funds the bouses, and a small amount day. Discount houses paid 61-64	and to 1347,854 in the six months Forecasting the outcome of the fount ended September 30, 1977. Turn- current year is extremely hszar (fon- over declined from 19.39m. to dows. Much depends on the degree of success achieved in a degree of success achieved in a degree of success achieved in a the of 180,884 (1237,500) profit comes business and the timing of the a earnings per ahare are stated at The Boatd is bowever optimistic in of maintaining the previous year's gent., 0.7p net per 23p share. On record at profits of £0.94m. a 1.63914p final was paid last year. are Mir. A. J. S. Roe, chairman, says the dow myard trend in sales the same stated at the dow myard trend in sales the dow myard trend the maintain the trend in sales the dow myard trend the maintain the trend in sales the dow myard trend the maintain the trend
Des 20 Certificate Internante Local Local Auth, Finance Unixount Bank Fine T Des 20 Certificate Internante Authority interoctable Boase Company market Ireasury Bank Fine T Bills of deposite Internante Internation Points Interoctive Interoctive Interoctive Bank Fine T	for steel, and when Investment mobile homes, and Cola Machines
$\begin{array}{c ccccccccccccccccccccccccccccccccccc$	programmes in the process plant Sales, which rents coin operated industry were delayed. macbines to public houses and Results were achieved in the similar outlets.
$\begin{array}{cccccccccccccccccccccccccccccccccccc$	 imported steel, and suggestions of r250.000 for McAllatair and 2200.000 indirect subsidies beiog received for Coin Machine Sales. Both by foreign beavy fabricators sales are with effect from August Late delivery of major equip. 1 1977.
Used authorities and finance houses seven days' notice, others seven days' fixed. "Longer-term local authority morte	ment for the extension of Net asset value of the McAlistair engineering activilies at Oldbury trading aubsidiaries at July 31, ease delayed the division's ability to 1977, smouthed to E288.146 atter
Authality three years 94-92 per cent: four years 184-104 per cent. The balk bills \$1732-654 per cent.; introductor trade i at build rates for prime paper. Buying rate for four month bank bills \$1732-654 per cent.; and three-month internationale selling rate for one-month bank bills \$96 per cent.; into-month 5932-636 per cent.; and three-month Approximate selling rate for one-month bank bills \$96 per cent.; into-month 5932-636 per cent.; and three-month Approximate selling rate for one-month bank bills \$96 per cent.; into-month 5932-636 per cent.; and three month Approximate selling rate for one-month bank bills \$96 per cent.; into-month 5932-636 per cent.; and three rate CETL Uncomposite trade bills 73 per cent.; into-month 1-14 per cent.; and also three month 6155 per cent. The there was a Rates (to published by the bimace Houses Association; 54 per cent from December 1, 1977. Clear Mark Rates for small sums at seven taxs moticel 35-12 per cent. Statis: Avertage lender rates of discussion 535 per cent.	The order book is now salls rg2.396 will be repaid on complete factory and executives are direct. Uon. On the basis of the above ing considerable effort in increase accounts. pro-tax profils of
HERE' AVETARE LEDISCE FALSE OF DISCOURS CLOSE DA	McAlistair for the year to July 31, 1977, amounted to £115,871. Net 23501 value of Com Machine Sales was £23,183 after



at halfway The half year to August 31, 1977, subject 10, 57 parts of the second state of the second state

Danks Gowerton slips

Directors say that the change at £0.26m. 1£0.2m.). able nature pf the iodustry makes

it impossible to make any profil forecast. However, the current and projected cash flows remain very satisfactory.

at £0.26m. [£0.2m.). at £0.26m. [£0.2m.). s [10.36m.] [£0.2m.). t [10.37m.] [10.37m.]. t [20.36m.] [£0.2m.]. t [20.36m.] [£0.2m.]. t [20.36m.] [£0.2m.]. t [20.36m.] [£0.2m.]. t [20.37m.] [20.37m.]. t [20.37m.] [20.37m.] [20.37m.]. t [20.37m.] [20.37m.] [20.37m.]. t [20.37m.] [20.37m.] [20.37m.]. t [20.37m.] [20.37m.] [20.37m.] [20.37m.]. t [20.37m.] [20.37m.] [20.37m.] [20.37m.]. t [20.37m.] [20.37m. Scottish

the largest portion of the extra-ordinary fosses, while further provisions were made against the liquidation of Genaral Textiles (1970). Equitable

£t.9m. 10 £1.82m.

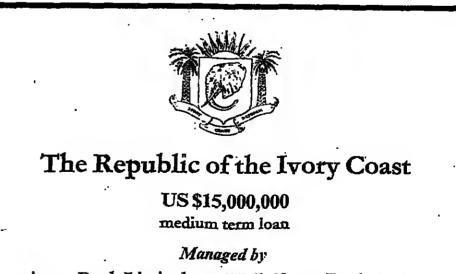
substanlial improvements in the bonus rates for group pension schemes, this now being the yield on the pension annuity fund plus a per cen) and will be effective at the 1978 renewal.

The intermediate rates for 1978 will be al the same level for all business

. The Scotlish Equitable has thus made a substantial increase in its bonus rates over the previous declaration three years ago. reflecting the continuing rise in investment income on the various funds, boosted by the very hich returns obtained pn fixed interest sccurities during the three year period

LONDON & ASSOC.

(1970). Prospects for the current year are dependent largely on the new Multi-Fibre Agreement now under negotiation in Brussels. Prospects Assurance Society has announced Associated Investment Trost for are also dependent on the March, its reversionary bouus rates for the aix mooths to June 30, 1977. 1978 review by the British Govern. 1978 to the Dittich Govern. 1978 to the Dittich



Amex Bank Limited Wells Fargo Bank, N.A. Crédit Agricole (CNCA)

and provided by

American Express International Banking Corporation Bank of Montreal The Bank of Tokyo, Ltd The Bank of Yokohama Limited Banque Grindlay Ottomane Banque Intercontinentale Arabe

Bank Sanaye Iran, Succursale de Paris Credit Agricole (CNCA) Credit Chimique The Riggs National Bank of Washington, D.C. Standard Chartered Bank Limited Wells Fargo Bank, N.A.

Agent Bank

American Express International Banking Corporation

RHEAD LIMITED ACHIEVES PEAK TURNOVER AND PROFITS

Summary of Results 1977 1976 16,502 Sales 17.588 Pretax profils 1,445 1.596 Dividencis 196 219 Profit retained 485 592 9,520 Net assets employed 11,200 Earlings pershale 13.7 pance 11.5 cence Notasses per share £1.90 £1.61

⊆Thousands

Salient points from the statement by the Chairman. Sir Raymond Brown, OBE to be presented at the Annual General Meeting on 22 December 1977.

Tumover of £17.6 million, 6.6% up on previous year and pretax protit of £1.6 million up 10.5%. The year presented difficulties, as predicted at the nan year, out under Docks are at an all time record and prospects are good. Major programme of re-equipment in progress and new product development continues to cost 10% of turnover. Alter procedy revelopment Alter property revaluation, net asset backin leaches £1,90 per share. Maximum permitted dividend : recommended.

MURHEAD MURHEAD LIMITED BECKENHAM, KENT, BR3 48E

Finance Corpn. sold 200,000 Ordi-nary shares. Rowntree Mackintosh — Eagle Star Group has acquired a further 60,000 6 per ceot. 1st Preference shares and 1s now interested in 95,000 (9.50 per cent.). Throgmorion Securities pur-chased an additional 4,158,000 Ordioary shares in United King-dom Property and now holds. together with its subsidiaries. 24,705,123 Ordinary shares.

417

A. J. Mocklew Group-Corra Linn Company now bolds 2,093,625 shares (8.09 per cent.) and Sea Moss Enterprises 1,003,035 shares

This approaches cypean as a matter of randomly

1

13

McAlistair for the year to July 31, 1977. amounted to El15,871. Net asset value of Com Machine Sales was £23,183 after deducting a dividend equivalent to the profits for the year to July 31, 1977. payable to the vendors and the repayment of Inter-company loan accounts. Pre-tax profils Pf Coin Machine Sales for the year ended July 31, 1977.

for the year ended July 31, 1977 was £80,755.

SHARE STAKES

(3.87 per cent.). John Waddington — Britannic Assurance now holds 535,000 Ordinary shares (8,35 per cent.). Henry Sykes—On December 14. Industrial and Commercial Finance Corpn. sold 200,000 Ordl-

FINANCIALTIM

BRACKEN HOUSE, CANNON STREET. LONDON EC4P 4BY Telegrams: Finantimo, London PS4. Telex: \$86341/2. 883897

Telephone: 01-248 8000

Wednesday December 21 1977

A surprising trend

in total U.K. unemploy yet shown up elsewbere, nr there ment between early November is something wrong with the Trust Company of the Middle entirely legitimately. But it is and December was once again figures.

accounted for by a drop in the The truth may well turn out registered. number of school leavers regis- to be a mixture of all these tared as unemployed. Although three: ooe can only suspend more than 40 other offshore the police. the absolute number of school judgement and hope that, on companies leavers still registered is the most pessimistic interpreslightly higher than at the same tation, the growth of unemploy abroad and then set up in Company time last year. much the same ment is at least slowiog down. Britain, proportion of the annual crop- But it may be useful to point over 90 per cent-bas now been nut two ways in which the the Trade Department that they tives from Scotland Yard's placed, either in work or in one figures may be misleading. First, cannot operate in this country Serious Crimes Squad, have of the training schemes spon- there is the fact - on which the snred by the Manpower Services Bank of England commented in Department's power to clamp publicised inquiry into activi-Commission. It is true that its recent Bulletin-that the down in this way comes from ties within the offshore banking there are particular groups of movements in unemployment Section 31 of the Companies field. A team of officers led by young people among whom un- this year have been "snmewhat employment is still very bigh, puzzling," with rises and falla and it is debatable whether nn- in the underlying trend succeed- that it is undesirable for it to the Chief Inspector Douglas ners unfamiliar with the Britisb Government has now greatly reference may be duly forth- imagine that virtually any employment among school ing one another for little trade in Britain under its exist. Shrubsole, has laid on one of banking scene, to bave little strengtheoed its curba, on these coming from the bank in answer British company could meet leavers is a greater social evil apparent reason. The Bank ing corporate name. its biggest oprations. The means of distinguishing between than, say, long-term unemploy- suggests that the unusually high A good many of the concerns investigation has been not only such a company, with a capital ment among adult males. But level of unemployment in to which the Department's in Britain but abread, because of, perbaps, £2,000 or less and Commissioner in Anguilla is payment may still never be sales organisation and account-at least this is one unam recent years may have notice were depratched at the much controverial active Randard Randard Randard Randard for the goods fo at least this is one unam-recent years may have notices were despatched at the much controversial activity in aay, Barclays Bank, one of biguously encouraging aspect of "weakened the effectiveness of end of September-to take offsbore banking has inter- Britain'a Big Four, with capital the present labour situation, the seasonal adjustments." If effect at the beginning of this national dimensions. A number and reserves of £900?m since earlier in the year it was this is so, the changes of trend month-appear to have gone of arrests have been made and widely assumed that the prob- have taken place only inside the out of business anyway. lem of school leavers would be Department of Employment, not in the real world. especially intractable.

The improvement in the Special schemes labour situation as a whole sug-

gested by the latest statistics is. Second, the recent fall in the the Falkland Islands -- had unfortunately, far from unam- seasonally - corrected total of elegant premises in Bucking-The unemployment registered unemployed-It was ham Palace Road, London. biguous. but they have been behaving ber - may be largely due to next door to a hotel, and a oddly throughout this year, special factors. The largest of dealer's shout from the Palace underlying trend, after these drops, the first, was itself. Now the place is locked dropping between February and ascribed by the Department to May, then rising very steeply an accident of definition, the window lies an old news magahetween June and August, has statistical treatment of school zine with a headline (referring, fallen again for the past three leavers aged over 17 who are as it bappens, to distant China) months in succession while classified as adults. Mr. Healey reading "Progress and Purgeunfilled vacancies have risen. in his mini-Budget the following --words which could be takeo

Adjustments

against attaching much import. Tise and fall of offshore bank- clase a loophole and eliminate contravention of the direction. ance to this figure. Througbout Ing activity in Britain.

Splendid news, you may say, this period, moreover, the During the past two years or nf which advantage bad increase eod of November. especially if you bappen to be various special employment and so there had been a consider ingly heen taken. The result has be Mr. Bootb. Alternatively, you training schemes organised hy able. though relatively littlemay wonder how this apparent the government bare taken noliced, burst of activity by so- power, under Section 18 of the agreed fo change their names, list contained, for example, Im-rise in the demand for labour 33,000 people off the register, called offsbore banks-com- Companies Act 1948, for the or are adjusting a change, perial Chemicaf Bank and is to he reconciled with all the it is not known how many of panies, usually tiny, which had Trade Department 'to han, as while three more are in liquida. Offenheimer Banking Interconsiderably without are as effective as anything business in Britain. creased

A government clampdown on 'beyond-the-fringe banks'

ROM now on. Inter a bundred of often impressively continental Banking Cor titled, but minute, concerns Inter- a bundred of often impressively poration, registered in the have been struck ing West Indian island of registered companies, and regis-Anguilla and, in spite of its tration fees have been raised. high-sounding title, with a But there has been another cupital of nnly and important factor behind the paid-up share \$3 (fl.64t will nn looger be decline in offshore companies" seeking to do business with the activity on the fringes of bankpublic in Britain. Nor will ing in Britain-so that the ertain other impressively problem bas waned before most including of the public has heard anyconcerns. amed THE GREATER part of the a revival in demand that has not National Bank of Europe and thing about it. Very many the International Bank and small banking concerns operate East, both also Anguilla alleged, this has not always been the case. and certain areas

These are just three among have attracted the attention of

During the past 18 months with bank-type names, which had registered the City and Metropolitan Police Fraud Departhave ment. under and which Commander received notices from Thomas Edwards, with detecrecently under their existing titles. The launched a major, though little Act, 1976, which enables it in Detective Chief Superintendent

Maritime Bank, to which a charges. notice under Section 31 was sent-as was one to a similarly

named company registered in the public

Ouite separate from inquiries which the phlice find it necesducted by the Trade Depart- time advised that, from two ment

tion " and "trust," which con- pany, and then to launch out in country to which Britain sent world may baye a trading bank-type concerns-which, on somebody, close, to the outer vey to the public at large the business in Britain, after filing, an emergency peace-keeping associate which orders goods occasion, may be considerably fringes of the banking scene rey to the public at large the business in Britain, after filling, an emergency peace-sceping associate which orders goods occasion, may be considerably fringes of the banking scene idea of a very sizeable, solid its particulars with the U.K. force in 1969, has seed a big say a bulk delivery of type beyond the fringe-still appears says. The law is designed for and substantial business. companies registrar. upsurze in registrations of hew writers or office machinery inadequate. The law is designed for Another factor bas been the Its operations could be wholly empanies with hank-lype from a foreign supplier who. Some recent letters to the to the rules, but how does it crackdown on this type of com- legitimate. Yet was it desirable names, presumably formed with asks for a back reference to Financial Times have dwelt catch those who don't play the pany in Anguilla. More than for those uninitiated in money a view to more extensive opera establish the prospective upon aspects of the problem of game?"

BY MARGARET REID



notify an overseas company Jim Smith, and including Detec- matters, or for visiting foreig- tions elsewhere. The Anguilla buyer's good faith. The means of distinguishing between companies.

Section 31 was designed to

Complaints from Department issued notices to 44 with bank-type names (and to sidered undesirable for the com-

months after the service of the Section 3I of the Companies notice, it should not, on pain of

day gave a specific warning as symptomatic of the recent April this year, was designed to conviction, carry on business in an anomaly in the existing law The two months expired at the

The result has been that about but nonetheless subtly different While there had loog been a half a dozen companies have from, more famous names. The -com- Companies Act 1948, for the or are discussing a change perial Chemical Bank and

A notice published by HM by the trading associate, but itself a bank, by modifying ita

Gazette of made for the goods delivered ing procedure. sere despatched at the much controversial activity in By, in Big Four, with capital September 9, 1977, for example, or letters of credit issued for The Unvernment while Fares September 10 take offsbore banking has inter-Britain'a Big Four, with capital September 9, 1977, for example, or letters of credit issued for The Unvernment while Fares September 9, 1977, for example, or letters of credit issued for The Unvernment while Fares of the sector of the deal may not be bononred. The Licensing and Supervision cerna described as companies - Another technique well of Deposit Taking Institutions, about 30 people now face fraud tighten British control over this which bad been struck off the known down the years is that containing proposals to identify situation. Accordingly, at the register, although this move of the "paper hanger"-one bigh-ranking banks, which would end of September, the Trade was not a sign that there was who sells off effectively worth- merit authorised status, and to Department issued notices to 44 anything illegitimate in the less bearer bonds, promissory impose a licensing requirement overseas registered companies activities of the company. The notes or certificates of deposit, for other deposit takers, was names of those listed as struck printed on impressive looking published as long ago as August some half a dozen other con- off were often imposing. They security paper. The disposal of 1976. It has still not been acted cerns), stating that it was con- include British Banking Cor- the paper may be to anybody upon, although legislation for a poration. City and World Bank, from investing institutions m system of banking licensing will which the pulice find it necessible real understande for the com-sary to make under the law-sometimes after complaints of such notices did not, of Insurance Corporation. Life and Credit unfamiliar country and the Britain as a member of the sometimes after complaints of such notices did not, of Insurance Corporation. Mari, price can range down to only Common Market. Last week. Mr. of overseas companies now con-ducted by the Trade Depart. The company was at the same time advised that, from two control not advised that, from two control and the such as a member of the Middle East Periodollar value of the document. The company was at the same time advised that, from two control not advised that, from two control and the State time advised that, from two control and the such as a member of the Middle East Periodollar value of the document. The company was at the same time advised that, from two control and the such as a member of the Middle East Periodollar value of the document. The company was at the same time advised that, from two control and the same time advised that the control and the same time advised that the control advised that the Credit Bank of the Middle East. As one observer of the inter-planned to bring in new laws Universal Banking Corporation, national banking scene has re- to tighten up supervision of the Vanguard International Bank marked: "It is not issuing these Act, which came into force in a fine of up to £40 a day on and Westminster Trust Corpora- documents which is difficult: it able in Parliament. tion. is passing them off which re-

The list also included con- quires the skill." cerns with names not unlike,

Appearance of solidarity

Moreover, as has long been satisfactorily control an yusawe, Moreover, as has long been satisfactorily control an yusawe, more statement of the set of the official statistics which suggest these were school leavers, but heen registered overseas, often undesirable, unsuitable names tion. Of the remainder, which national. known. that demand and output are it would take only a minority in West Indian islands, but of U.K. registered companies, are now banned from operating Among watchers of the off- sbeets can-to give them an or which was taken over by stagnant and reports from in- of adults to explain what has which afterwards deliver docu- the British Government had under their original name, the shore scene, which has exten- appearance of solidity not justi- somebody less reputable than dustry that (with the exception, happened to the unemployment ments of incorporation to the until recently, no means of pro. Trade Department has received sive international ramifications, fied by the facts-be "dressed" its first owner? If ABC Bank perhaps, of skilled men in some figures. In terms of the indi- registrar of companies as over hibiting the use of an inappro. no answer in a number of cases, it is thought that there are a by the issue of millions of became ABC Trust (Bankers) output could be in- vidual, of course, these schemes seas companies carrying on priate came for the conduct of while in others its direction was number of techniques by which pounds' or dollars' worth of, what would restrict its activibusiness in Britain by an over- returned by the Post Office illegitimate deals are possible. say, loan-stock by one party in ties if it were not taking any increase in the labour force. else in getting one off the Now the activity has very seas-registered company. It was because the recipient company Advance fees may be called exchange for a similar issue to deposits; but were operating Either productivity is falling at register. But they may make it much diminished. One reason until lately perfectly possible had gone away. Thus, there has for to facilitate big loans which it by an associate company. illegitimately in other ways? Either productivity is failing at register. But they may make it much diminished. One reason until lately perfectly possible has for to facilitate big loans which it by an associate company. Inegitimately, in other ways? a time when the Government's more difficult to measure how maio aim is to increase it, or we regular demand for labour is now have the first indication of behaving, now have the first indication of behaving, "bank," "banking corpora. Atlantic Bank and Trust Com. the headdlines as the island concern somewhere in the end of 1933—the control by operating before any in-bank," "banking corpora. Atlantic Bank and Trust Com. the headdlines as the island concern somewhere in the end of 1933—the control over vestigation got under way? As

bank supervision. Mr. Nichnlas Travers, in a letter published on December 9, referring to an earlier letter from Mr. N. A. de Berry, remarked: "Mr. de Berry seemed to think (December 9) that British banking law is riddled with inopholes. He nadnrestimates the position, for in fact there are more loopholes than law."

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Partie C. L. Barry

Financial Times Wednesday December 21 1977

Mr. Travera went on to quote from a letter from the Inland Revenue in April this year which said that a company would qualify as n bank for the puroses of the Income and Corporation Taxes Act 1970 if it "is in fact operating the full range of banking business including, for example, the provision of current account and cheque book facilities for customers other than its employees nr associated compunies." Mr. Travers remarked that, in other words, any company which owed money to customers other than employees or associates, and provided books of withdrawal or credit demand forms, would

The qualify. He said he could tora telex application, prompted these requirements, and call

banks as soon as time was avail-.

But one must wonder how effective legislation even along the lines of the White Paper would be in dealing with all possible contingencies in this field, and particularly with the company here and there aiming

1

Problems for the Peruvians

THE LAST 12 months have been Soviet Union on account of particularly difficult for those arms purchases. There is no wbo manage the economic for reason whatever for the U.S. tunes of Peru. The continuing to assist the Peruvian governlow prices of copper and sugar, ment in meet its bills for Soviet for JET

two important export items, weapons and if Peru's request vian military government from iry which now cannot pav fnr (short for Joint European the Soviet Union. The balance them then Aloscow should be Toros) was being discussed. of payments situation has got content to wait for its money. steadily worse and the ebbing confidence of Peruvians and The Peruvian case, however. foreigners alike in the govern- raises other and wider issues.

Austerity

International Monetary Fund agreed to a \$105m. credit tu support the austerity plan nul- successive military administra- On- the scientific plane, lined earlier in November by tions in Lima have maintained Wuster's credentials are im-General Aliciblades Seenz, the average reversion economic many the director general of the monisation, in a way, which is end of the alternat in link

ment of General Francisco better than runsc ut the field of social period as a laboratory manager cigareric consumption here-period as a laboratory manager cigareric consumption here-ingents deriver operiod weight in Hamburg, he had as the Morales government which arbitige there due that of almost the Working from the government which and almost or "breaking the rest visit of the south America. The willingness of some bonks. The situation had al-ready been signalled when a difficult situation had al-aready been signalled when a difficult situation had al-group of institutions led who at the Peruvians are being this stateneed the very big faced with financial terms are being this the Peruvians are being this stateneed the thankards. would certainly have the statenees that the faced of the manager terms that the peruvians are being the one signalled when a difficult situation had as aroup of institutions led who chankartan south tury the peruvians that the Signal the terms that be deleter this the Peruvians are being this statenees the return power to an electer the structure to difficult situation the device that the structure to this the peruvians are being that between what are already led to find the kingste warlet(). The bas aready led to find the kingste market field, they have to contents but quite apaster from Adams, now even this the peruvians are being the device apaster that the signal states the devices are much less interpret that the south east of the considerably whole thanks. But even more impor-tion being the that be thinks the south east of the considerably whole there were big that pervise babout lending more transfer that the states the the south east of the considerably whole there were big is the thank the south east of the considerably whon the news one up to 10 feet long. The south also, of corest teres, incounder the result were the the south east of the considerably whon the there were been that in the beat that (fer us is the cortical the teres the teres the teres the teres the te

For its part the U.S. is re-forced to declare a muratorium Smoke signals quest for an emergency loan to want of outside assistance such EEC regulations have a habit

the Marales administration an action is bound to damage of affecting people in the most panies are resigned to a further bringing in a Hollywood under-which could be used to meet the credit rating of all develop- unexpected ways. On January squeeze on profits next year water film crew to drive away payments failing due to the ing countries. I. for example, Britain takes a and, as part of their drive, to the cels?

·.

AND MATTERS

German tipped

have considerably reduced the for emergency help were based The £120m. JET thermonuclear cnuntry's earning power and the solely on its need to satisfy its project in Culham, Oxfordshire, bills have started to come in Soviet creditors then Washing is likely to have a German for a number of costly acquisi- ton's decision was unexcep- director-Dr. Hans Ottn Wuster tions, including large quantities tiona If the Soviet Union has from Hamburg. Earlier this of arms purchased by the Peru- sold arms to a developing coun-year, when the site for JET there was keen competition between Premier Callaghan and Chancellor Schmidt for this orestige EEC institution. Britain economy bas been reflected in UIF and other le ders are com-tific grapevine say that Wuster's economy bas been reflected in LMF and oner to have contrasts appointment would, at the poli-the rapid depreciation of the ing to the aid of Peru contrasts appointment would, at the poli-strangely with the eageroess tical level, he a quid pro quo. with which they have lent th (Needless to observe, such crude other Latin American countries considerations would not have whose overall records are a influenced the interim IET At the end of last month the great deal worse than Peru's. council at its meeting in Brus-

Over the past decade or more sels vesterday.1

finance Minister in the govern- agement, no worse and in CERN 400 GeV proton synchro- bound to have a considerable healthy sports activity with inquiry, will set any precedents. bours. In the field of social ion in Geneva, he is highly res- effect on the future pattern of nicotine addiction.

" That way EVERYBODY will he a loser! "

planning to give up the weed the creatures, known in he bring in entirely as their New Year zealous in protecting their terriresolution.

management journalism awards five days a week, two and a half which have been run in con- months to produce? junction with the "ritish Insti- Answer: The report and recomule of Management. mendations of Justice Parker,

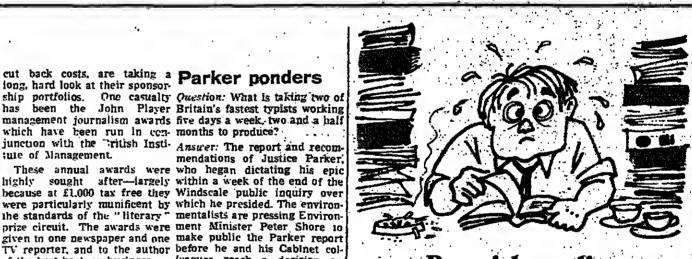
cut back costs, are taking a Parker ponders

These annual awards were who hegan dictating his epic highly sought after-largely within a week of the end of the because at £1,000 tax free they Windscale public inquiry over were particularly munificent by which he presided. The environthe standards of the "literary" mentalists are pressing Environprize circuit. The awards were ment Minister Peter Shore 10 given to one newspaper and one make public the Parker report TV reporter, and to the author before he and his Cabinet colnf the best book on husiness. leagues reach a decision on

Jobn Player made similar whether a new nuclear repro-awards to those judged to have as British Nuclear Fuels' Wind-tion to the computer and avia-tion industries, and these and transcribing the thoughts awards too have heen dropped. So far, however, the portfolio of Sports sponsorships has re-a typescript for circulation industries So far, nowever, the platent is expected to be completed, as of sports sponsorships has re- a typescript for circulation, by mained largely unscathed--al- the middle of next month. A though the anti-soloking lobby Government spokesperson yes-

lined earlier in November by tions in Lima have maintained, maculate. Currently deputy to further step toward, tax har, would be most pleased to see an terday refused to speculate on whether the report, like the

three-in their p



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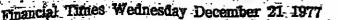
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toral rights, may get entancied In any case, the tobacco cont- in a diver's airline." How about lavas. Ubserver



FINANCIAL TIMES SURVEY

Wednesday December 21 1977

Japanese International Companies

The prospect of a trade war between Japan and the U.S. appears to have been averted after last week's discussions in Washington, but there are still difficulties over attempts to boost Japanese imports of industrial and agricultural products

do for the time being to tries participating in the cur-

in progress a three and aor Cabinet meeting in a's appled with the ques--7 per cent.

the end of the week the of the as sounding not wbolly imports sied with the results of tempt to stage a showwith Japan over trade and economic issues. Mr. told a Press conference the nriginal eight-point A further effort to tackle this growth target and declared

esult that, while no one is end of January. going to be no official

the Ushiba-Strauss talks liberalisation talks in Geneva. A more difficult problem for Japan will be to decide what of now fast the Japanese to do in the highly controversial my should, or could, grow and emotional area of agriculand came up with the tural import liberalisation. Japan's failure to offer more

than very limited enlargements existing _. quotas - on of farm products evidently provided the main appointment when the package was presented to him last week.

The decision to lift the

est of the Western indus imports (like beef or citrus again be almost invisible with Japan's fault. The charge that favour of the traditional guide- invisibles, is deducted from the

MOST DRAMATIC phase are mainly up to Japanes. The the Diet is based mainly on materials and fuels that still ginning of 1977—and that any price and defenders of price that there is a chance of the which Japan can, and must, use man's trade confrontation Japanese Diet will have to act rural constituencies. A decision make up nearly 70 per cent of sharp upward movement was stability. Japan's prices are in trade surplus being cut to \$12bn. its resources to contribute to the U.S. (and to a lesser promptly to implement the tariff to stand pat could risk alienat- Japan's total imports and bound to be uncomfortable. The the surplus on global economic development—

does take the necessary action early in 1978. Japan should be in a position to The last thing that Japan bas dollar since the start of 1977) produce a 1978 budget which out reflation in 1978—and the Japan will be heavily in the Japan should be in a position to The last thing that Japan bas dollar since the start of 1977) produce a 1978 budget which out reflation in 1978—and the Japan will be heavily in the black in its trade with both the trade negotiator, Mr. act on the cuts by April 1 next to do in the aftermath of the has acted as a further dampener is genuinely reflationary rather presence of several forceful Strause, that an eight-year. This may be as much as U.S. and EEC talks is to fulfit on business confidence—partly than a cautious compromise advocates of growth in Mr. T Strauss, that an eight year. This may be as much as U.S. and EEC talks is to fulfit on business confidence—partly than a Cathous completies of structure of str



By Charles Smith, Far East Editor

reasons for Mr. Strauss's dis. possible speed. This is a far most of their export contracts desire to essist private industry bability-the 7 per cent. growth Europe and the U.S., which will the world's most competitive from easy task for two reasons. in dollars and therefore stand and the Finance Ministry's target could turn out to be undoubtedly continue into 1978 manufactured goods and import One is that, throughout 1977, to accumulate beavy foreign dedication to fiscal conserva- more of a pions hope than an even if they do not plunge into a buge (but unpredictable) the domestic economy bas been exchange losses when the rate tism like most of Japan's recent attainable reality. There also another 1977-style crisis, will share of its raw maerials. With sliding steadily back into the appreciates suddenly budgets. "d' id not "come up to issue will have to be made recession from which it seemed It has been tempting for In order to give the hudget any really significant cut in the Japan's capacity to absorb currency and the most favour-tions." At the same time, before Japan and the U.S. can to have emerged early in 1976. Japan to blame the yen revalue, the amount of push required to huge surpluses on visible trade imports of manufactured goods able international payments arouth target and declared to have to be only be considered. to have The GNP, growth rate, in the tion on deliberate action by the influence, the economy as a and current action this have been industrial position of any con-oil producer we are moving in the buried the batchet-indeed the first quarter of the year was 21 U.S. (mainly in the form of whole it will be necessary to at the core of the disputes with

EEC seems to have re-in similar manner with to make to Tokyo before the 1.7 per cent and then to a mere Michael Blumenthal) and to sion to to this has been a pain- the 12 months ending next esult that, while no one is end of January. 0.5 per cent. 0.5 per cent. In the last quarter of 1977 it current situation of deepening with the Finance Ministry \$18bn. while the quotas on any major farm looks as if growth will once domestic recession is not fighting a last-ditch battle in account (in which the deficit on

225

ext of the Western indus imports (like beef or citrus again to annost invisite with sapars rather the charge that around to be the declared trade fruits) appears to pose extreme points at critically low up the yen and talked down the Significantly, the battle has in the black by over \$10bn, against each other. political difficulties for japan's capital utilisation levels. This dollar may be true, But the fact been more between tradition Japan will be doing well by a next moves along the tuling Liberal Demogratic is a situation which inhibits the remains that the yen was over and innovation than between its own standards if it manages

the U.S. (and to a lesser promptly to implement the tariff to stand pat could risk alienat-Japan's total imports and bound to be unconnormative. Earope) seems to be for about \$2bm, worth of in- make Mr. Stranss far less panies to export. tast for the time being for about \$2bm, worth of in- make Mr. Stranss far less panies to export. four days last week the most important part of the present fact showing exemplary stability in 1978 and of the surplus on global economic development--on a much larger scale than at present-in other developing U.S. and Europe-two areas countries through direct investreshuffled which have contributed considerably more than their fair ment in industry. Japanese share of the overall surplus on tied to the apron strings of the Japan's foreign trade. And if the current account continues Ministry of Finance, could in surplus, instead of moving usefully shoulder a bigger part into equilibrium or even into of the burden of lending to the red as the U.S. has developing nations which has demanded, there will be the fallen mainly on the shoulders problem of how to convince the of U.S. and European banks rest of the world that Japan is during the past few years.

JAN US

living up to its responsibilities Japan has been slow to tackle as one of the world's richest any of these tasks and oppornations. tubities but the time has

The eventual solution to clearly come when it has to do Japan's trade problems with something more than export seems little chance of making have to include an increase in the world's strongest major "We are moving in the buried the batchet—indeed the urst quarter of the year was 2.1 U.S. (mainly in the form of whole it, will be becessary to at the torse of the uspates with nations. This sounds, simple sapar has everything accesses, indecoded the per cent, over the fourth quarter pointed comments about Japan's increase deficit spending next Enrope and the U.S. Japan's enough in theory—in practice except possibly the will, to of 1976, but in the following two trading performance from the year is above the traditional probable (as opposed to offici-visit Mr. Strauss himself plans of 1976, but in the following two trading performance from the year is above the traditional probable (as opposed to offici-visit Mr. Strauss himself plans of an the full sense of the word— in the full sense of the word— to make to Tokyn before the of Japanese in the full sense of the word— to make to Tokyn before the offici what is required is a change in the full sense of the word— to make to Tokyn before the officient the interval of Japanese in the full sense of the word— to make to Tokyn before the officient the interval of Japanese in the full sense of the word— to make to Tokyn before the sentence in the jumited and unwhat is required is a change in become a global economic power importers and consumers away rather than the limited and unfrom the notion that foreign satisfsctory sense in which it exerts its economic power at goods are rare and expensive present. If and when Japan luxuries in the direction of internationalise does something like a European economy the notion that It is, notion -of horizontal trade or should be, one of the three between developed nations. engines of world economic Outside the area of trade recovery may at last become a rway from confrontation Party, whose representation in demand for imports of raw due for revaluation at the be advocates of reflation at any to convince its trade partners there are plenty of ways in reality.



In solving puzzles

Two things are absolutely necessary in solving uzzles: First, you must be able to see the whole icture; and, second, you must have all the ieces,

Mitsui can, and does. Agood example is the Mitsui-organised retrochemical complex presently under onstruction at Bandar-e-Shahpur, Iran. Planning began in 1968 when Mitsui was pproached by the National Petrochemical Ompany of Iran and asked to develop ways of wing the natural gas then being flared at well ites throughout Iran.

Mitsui accepted the challenge. We combined sur lapanese chemical companies into an flective task force and, in 1971, formed a joint ompany called the Iran Chemical Development .0. Ltd., to deal with the

Mect This Mitsui-organised company then med a further joint venture company for the Pecial purpose of overseeing the project. scalled the Iran-Japan Petrochemical ompany (JPC).

⁵¹⁻⁸ billion complex inder way

The project will cost 51.8 billion. Plants in the complex will produce 300,000 th of ethviene, 500,000 tons of aromatics. 0000 ions of caustic socia, and 1,900,000 tons "queried petroleum gas and other derivative Paketing skills will help to sell. he implementation of a project of this agnitude requires careful organisation and anning as well as the wherewithal to obtain all "pures. Misu has them all. duse Bundar --- Shabgun is in the desert on Guit, Lack rat infrastructure caused severe the offices in the execution of the project. ^{insequently} IPC round it necessary to make a the of basic improvements to the situation for any of the plants could be constructed. for example: IPC built their own jetty - jetty a sover which poured millions of tons of Merial, equipment, plant and machinery: they a pile lactory to supply concrete piling for therranean reinforcement: and camps in the sett for the initial 250 IIPC employees. AND e12,000 construction workers later needed for actual work.

Mitsui men all over the world searched for the best, most economical suppliers and provided their findings to IJPC, so enabling the company greatly to improve working conditions on the site. Now IJPC has completed the ground work and

construction of the complex is beginning in earnest.

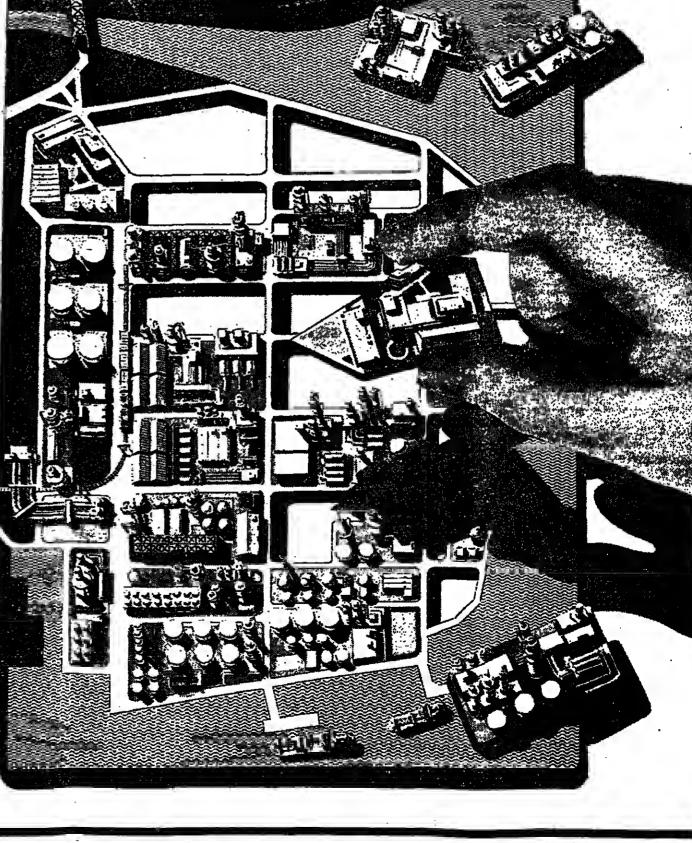
Petrochemical products for Iran and the world will begin to flow from the complex in 1980, only nine years after the initial planning began. In an article in the 14 March, 1977 edition of the Kayhan International, the Shah of Iran was asked which of the foreign investment projects in Iran in recent years was the most significant to that country. His Majesty replied, "The Japanese petrochemicals investment in Bandar e-Shahpur costing \$1.8 billion".

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Financial Times Wednesday December 21 1977 JAPANESE INTERNATIONAL COMPANIES IN

Daiwa offers investment opportunities in the Tokyo capital market.

14





Greater urge to invest abroad

JAPAN'S INVESTMENT IN EUROPE

(\$US.m.)

1965

JAPANESE COMPANIES have heen reluctant to invest overseas, particularly where manufacturing facilities or other industrialised countries are involved. In December, 1975, overseas investments Japan's equalled only 3 per cent. of GNP; the U.S. proportion by then was 8.8 per cent. of GNP, Britain 16.9 per cent., and Germany 3.8 per cent. Moreover. Japan's pattern of investment looked (and still looks) vastly different with shout 70 per cent. going into developing countries, compared with the hulk of U.S. investment going into other industrialised countries.

Put simply, Japan bas not wanted to huild factories in America and Europe: wage costs were cheaper in Japan, efficiency higher, and markets could be more easily undercut from Japanese manufacturing hases which let a company export at a marginal rate of profit and put the costs of early capital outlay on to the domestic consumer. Thus only 32 per U.K. cent. of Japan's outstanding (approved) foreign investment Benelux at March, 1977, was in the West Germany manufacturing sector (\$6.2hn.), France and of this only \$1.3bn, had been pumped into the U.S. and Others Western Europe - Japan'a big- Western Europe Total gest markets. Moreover, in 1976 Japanese companies invested as much in trade promotion services in America as they did

(Source: JERC) in manufacturing; in Europe, investment in the commercial. Hitachi's problem with the Europe, done by the Japan-sector was still twice the level British TV industry may not be. Economic Research Centre

n manufacturing. a one off affair. Japanese cour (JERE), it is expected that in-The volume of Japan's over- panies going abroad will in vestment in chemical and in manufacturing. seas investment is debatable, creasingly feel that they must machinery industries will in-Official figures for "approved" manufacture goods which they crease. The downstream petroinvestment put the level at now export. Since overseas pro- chemical industry, above all, is grow big enough. \$19.4hn. in March, 1977, but this duction usually happens only seen as an attractive pull for does not take into account after exports have taken a large Japanese investment since raw approvals which might never part of the local market (and material prices are now subhave been carried out or dls. johs), the dilemma could be stantially lower than in Japan. investment over the years. The repeated (in electronics, cars, In the machinery sector, the hest guess is that Japan has hall bearings, etc). So the JERC survey says, "direct in-about S15bn, in outstanding precedent of Hitachi's with vestment may encounter from foreign holdings.

Smaller Manufacturing investment, facturing investment. Unit now a potential to grow in the long according to the JERC's in though estimated at \$6.2bn., is Britain has accounted for over run in view of their employ- ment expert, Mr. Sekiguch, though estimated at \$6.2bn., is Britain has accounted for over run in view of their employment expert, Mr. Sekiguch, a really much smaller if invest- half of Japan's European invest-ment-generating effect." sees no major risk of losing a ment in industrial trading comment, but about \$800m of the The number of jobs which trol once industries have be panies is discounted. According total \$1.6hn. outstanding at Japanese investment might set up in Europe. to one estimate, only half the March 1977 was into London create in Europe and America The third obstacle, of one "manufacturing" investment by holdings of Middle East oil. Of over the next ten years can is opposition from the for the large for the formation of th goes for n ier, onli

	SEAS INVESTMENT
	.\$19-4 bn.
SERVICES MANUFACTURING	UTINER ANORTH AMERICA EUROPP
ELTERATEDALS	LATER AMERICA ASSEL
By Sector	By Destination

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each case Japa vestment may be the a economic and strategy to get or market. In the case of a third reason is access 1975 1,552 EEC market from a man ing base in one or 293 member country, 172 What are the obstacle: 149 Japanese companies h: very little experieoce (352 facturing in other indus 2.518 countries. Language (prohlem, industrial rela But in both cases, the periments so far hav Japanese managers t

adept at managing_a they are at selling. many Japanese companie that their managerial m will be usurped by the an ties of host countries one

Responding to this. recent study suggests that multinational corporation Europe bave largely escap sort of interference where they have not ob legal commitments set do drawal is a dangerous one time to time tha opposition of Japanese companies of the Por-Britain, it could signal competing manufacturers in in Europe have also come i an early halt to what might have bost countries. Nevertheless, not having addinately sub been a flood of Japanese manu- investment in these sectors has the laws in hist countries



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RIO OE JANEIRO ductive facilities, although the has gone into the eight existing mated that in. 1975 Japanese Most industrialised real percentage is naturally much production ventures which are companies employed 450,000 have relaxed investment higher in Asia where Japanese 50 per cent. or more Japanesecompanies have invested to take owned (\$18m.), and these have advantage of cheap labour in turn generated about 1,500 rather than a domestic market jobs (with Sekistic Chemicals The recession, moreover, has stilt to : come, what now not thrown the previous halance ont Hitachi).

of kilter. In 1976, new overseas Few experts think Hitachi's investment rose by over 5 per withdrawal will put an cent but still fell short of the immediate brake on Japanese record 1973 level of \$3.5hn, A investment - into Europe major cause of this performance although in some instances it is ascribed to poor profitability may lead companies to invest of overseas subsidiaries in the first in the U.S. market. For recession, with the average rate technical reasons, moreover, the of profit-to-sales falling from 1.9 Hitachi controversy might not per cent. in 1973 to 0.2 per cent. have happened outside the in 1975 and about the same in colour TV sector since licensing 1876. A survey by the Ministry agreements on the Pal colour for International Trade and transmission system make Industry (MITI) also indicated Britain the only obvious choice that the proportion of sub- for TV manufacturing (the Irish sidiaries paying a dividend in market is too small. German 1975 had dropped to 23.5 per wages too high). cent, compared with 33.4 per According to a recent survey

cent. before the oil crisis. changed. Things have

husinessmen Japanese no onger seem to equate investment in European or American factories as something profitless or unpatriotic. Honda recently announced it would become the second Japanese company to manufacture motorcycles in the U.S. (after Kawasaki's Nehraska plant), and the Honda site in Ohio is expected to be extended later for a car assembly operation. Japan's other car makers, meantime, are searching for locations to hegin manufacturing in the U.S.

strongly ioto their target Sony and Matsushita bave set np U.K. plants to make colour TV sets for the European market. Matsushita hought the TV division of Motorola in the U.S. in 1974, and recently another Japanese maker, Hitachi, signed a joint venture with General agreement Electric to merge their U.S. television operations.

Hitachi, in fact, has been at the centre of a controversy which may give Japanese Matsushita into U.K. manufac- technology exports).

industry. Although Govern- ever, were for renewals of con- Japan' runs a negative tech- Japan's technology est meet did not actually forbid tracts on know-how which had nology on all counts (i.e. on present appear to const the investment, Hitachi appears previously heen imported, and payments for both old and new refinements, to have been told that the not on new acquisitions of new rechnology) with Europe and combinations of ideas of the new rechnology) with Europe and combinations of ideas of the new rechnology) with Europe and combinations of ideas of the new rechnology with Europe and combinations of ideas of the new rechnology with Europe and combinations of ideas of the new rechnology with Europe and combinations of ideas of the new rechnology with Europe and combinations of ideas of the new rechnology with Europe and combinations of ideas of the new rechnology with Europe and combinations of ideas of the new rechnology with Europe and combinations of ideas of the new rechnology with Europe and combinations of ideas of the new rechnology with Europe and combinations of ideas of the new rechnology is the new rechnology with Europe and combinations of ideas of the new rechnology is the operation trouble unless it had the are isolated from the total flow tially from developing nations, than on basic ideas de of local industry, of technology payments Japan especially those of South-East within Japan itself. Unable to convince trade unions emerges as a net exporter from Asia and the Far East. that its plant would generate 1972 onwards, with overseas more jobs than would be lost; sales in that year (Y.IShn.) ex- Japanese technology was bought materials input into the Hitachi declaed in December to ceeding imports of foreign new chnology by around Y.4bn.

overseas - mostly in South hut, as in Britain, there east Asia and the JERC reckons limits. In general, oev m that Japaness capital could be ment is supposed to add. paying the wages of perhaps and capital, not just subsi-1.5m - overseas employees by for existing jobs or factories

1985.

Costs

So far, Japanese comp have invested conservative that is, in products which have experience selling creasingly, Europe and Am But why invest? Japanese will become attractiva man

Centres for businessmen usually cite two turing reasons for an expected increase products to give one es the computer firm Fujitsu in their overseas investment. First, production costs in Japan gone infin a joint venture bave nisen rapidly in recent Amdahl Corporation of the and will build computers years: The edge which Japanese companies could rely on in the Ireland for the Europ revolutio market 1960s is gone in most sectors. approach to producing and Secondly, Japanese exports will ing abroad which other up hecome more difficult in sectors coming companies in industries will possibly ind where other industrialised coun-Douglas Ram

10 O

tries have already hegun to Japanese investment in suffer a fall in employment. In



IT IS a widely known fact that The favourable balance on by other Asian country Some industries have gone Japan has risen to the position new technology exchanga has Taiwan and South Kores I of third economic power in the continued since 1972, with ex- ink as the major purch of third economic power in the "free world" in part by acquir-"ing cheap technology from the West and putting it to effective use in its own industry. What is less widely known is that for the last four years Japan has been a net exporter of new technology although its over-all technology trade balance, which includes payments for "X13.9bn. On an overall basis rest of Asia into Japan was still negative but tha represented a big net su tatio of exports to imports has Japan's technology action the last four years Japan has the includes payments for "X13.9bn. On an overall basis rest of Asia into Japan was technology halance in so that know how sales to the last four years Japan has the last four years Japan has the exports to imports has Japan's technology action technology trade balance, which includes payments for which includes payments for 1834hn. were worth 2.1 times respectively). However, the the renewal of previously signed the value of exports compared of ideas back from the contracts, remains firmly in the with the 1972 ratio of 4.1 times, developed world continu red. In 1972 the total flow nf It would appear from these outweigh what Japan had in technology payments in and out figures that Japan is gradually in the way of new technolog businessmen second thoughts of Japan produced a net deficit insking good one of the basic The explanation for he money abroad—and notably in going payments worth Y.174bn, economic development—that of Japan from the developed Europe. The Japanese maker going payments worth Y.174bn, economic development—that of Japan from the developed hoped to follow Sony and receipts of Y.42bn. for being dependent on the outside and out again to the rest worth the transformation of Y.42bn. for being dependent on the outside and out again to the rest to follow Sony and technology exports. world for new ideas. However, Asia (and to some enter

Matsushita into U.K. manurac-turing, but met with strong The hulk of Japan's payments simple as that. A further break- Japan's role as adaptor opposition from the British TV for technology imports, how down of the figures shows that than innovator. The the intervent of the figures shows that than innovator. The technology experithe picture is not quite as to the U.S. and Europe) adaptations could run into know-how. If the new contracts the U.S. while earning substan- imported from outside

> A typical example is the -In 1976 a total of V32bn, of puteristation of the

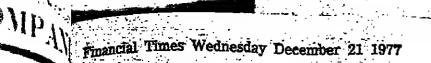
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call it quite.

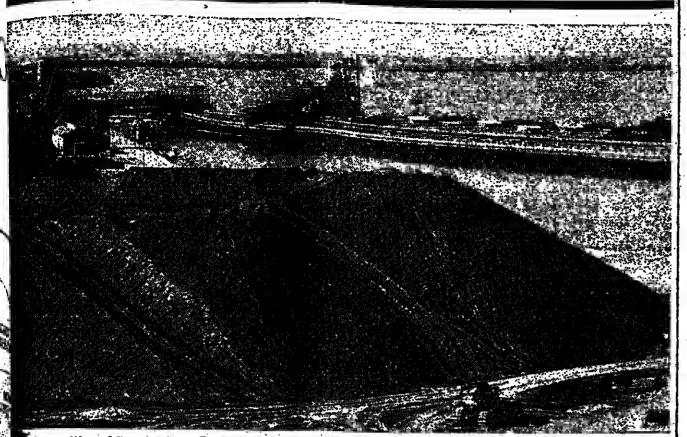
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PANESE INTERNATIONAL COMPANIES III



awaiting shipment from Port Hedland, Australia. Japan iron ore imports are down this year and a jurther cut is expected in 1978.

Materials contracts under review

NHAS gone full circle in observers thought: that is that cent.: aluminium has lagged ably less than the \$14bn spent ist for raw materials since Brazil (AA) is preferred to behind (accounting for only 21 in 1976. Fool crisis Excluding oil, Australia (A), and that per cent. of imports), but major The composition of Japan's is of industrial raw Japanese companies tend to Japanese-backed projects in imports, though, has drastically lals are at about the same equate investment appeal with Brazil and Indonesia will coma altered since the oil crisis. In 1976 Marchine contracts oil would be than the same equate the oil crisis. In

lals are at about the same equate investment appear with Brazil and indonesia with come altered since the oil crisis. In as 1973. Massive contracts oil wealth. Thus, apart from on stream by 1980 and con-1973 about 30 per cent of im-insterm supplies of iron Australia and the U.S. countries tribute a much larger share of ports were of finished goods, ingar, copper, nickel and with an "A" ranking: were sheet metal aluminium to the but hy fiscal 1976 the propormaterisls have been re- invariably oil-producing ones : Japanese market. ated to let Japan pay less Iran, Saudi Arabia, Kuwait, But Japanese businessmen cent. (20. per cent. in January a less, and nsually both. Indonesia and Nigeria. The two realised only belatedly that the June 1977). Oil is the culprit: to of iron ore will be exceptions were Veoezuela. (C), oil precedent could not be used together with coal, it accounted from 137m, tonnes to which ranked low on investment in most other resource sectors, for 43.5 per cent. of total im-130m. tonnes this year, incentives and new resource and that, moreover, Japan could ports last year, compared to apanese steel companies potential despite .its oil, and warned suppliers in Aus. Zaire (A) which, despite not to expect a hefty cut in having oil, is considered rich Raw material stockpiles in other resources (notably market. Take iron ore: huge np 31 times in as many years, e bolstered with once-off copper) and inviting as well.

s of oil, wheat and uranwhelp bridge the \$10bn. at secouot surplus in fiscal but the cautious recovery

Sy Destination

deposits in Australia and Brazil

Shifts To be sure Japanese business round of new invertment decl- involuntarily restrained by the is domestic economy has invested in C as well as A sions in 1976 the rewards went recession in Japanese, industry, extremely unlikely countries, but since the oil to Brazil, which, though further so most economists anticipate a companies will crisis (and recession) there away, cast less and did not have rapid rise of imports once spree of raw have been two shifts in attitude Australia's receot history of domestic recovery gets on the rchasing in the next towards resource investment supply bottlenecks caused by tracks. And since there has been First, Japanese companies came industrial unrest (either at

COal:

tion had dropped to 19 per really pick and choose between just 22 per cent. in 1973. In various contenders for its in- dollar values; Japan's fuel bill vestment capital and huge went from \$8.3bn. to \$29.4hn.-

The 1977 bill for industrial could he opened up for raw materials may indeed stay Japanese industry—at a price— close to 1973 levels, but for how so when Japan made its first blg long? These imports have been

oil for its energy requirements,

Where trade blossoms you'll find our ships.

Flowers identify the ships of Japan Line's modern tanker fleet. Japan Daisy, Japan Cosmos, Japan Violet ... and a dozen other floral names signify speed and safety in ocean transportation. Shippers around the world have come to recognize Japan Line for its swift and efficient handling.of any type of cargo. Just as flowers are the symbols of our tankers,

experience is the hallmark of the crews that sail them and the personnel who care for the customers. Japan Line operates a total fleet of 251 vessels including speedy and sure containerships and a variety of other specialized vessels. Wherever trade blossoms one of Japan's largest fleets is ready to assist the shipper whatever his product, wherever his market.

Jellio It

Head Office: Kokusai Bldg., 1-1, Marunouchi 3-chome, Chiyoda-ku, Tokyo, Japan Tel: (03) 212-8211 Offices: London Tel. 01-493-3751~4 New York Tel. 212-466-3900 Dallas Tel. 214-741-4946 Houston Tel. 713-223-3030 New Orleans Tel. 504-561-1017 Chicago Tel. 312-298-1650-2 Los Angeles Tel. 213-629-2551 San Francisco Tel. 415-731-6226 Seattle Tel. 206-633-2671 Portland Ore, Tel. 503-227-1621 adanta Tel. 404-588-6958 Montreal Tel. 514-842-2261 Toronto Tel. 416-269-4626 Halifax Tel. 902-425-3711 Vancouver B.C. Tel. 604-683-7585 Sydney Tel. 271671 on Tel, Wellington 51-239. Hong Kong Tel, 5-238091/6 Caracas Tel, E20733 Mexico City Tel, 546-55-96 Kuwait Tel, 441481 Tehrcan Tel, 314156-9

"The Japanese consumer has come to know

ich is not to say that close to panic voil sbortage and mining sites or at Australian near 75 per cent. rellance cn were business will not con- the threat of milateral price in- ports).

supplies of key materials. seemed to threaten the very shortages bave not foundation of Japan's resourceshortages bave not foundation of Japan's resource opened in the 1970s to supply level of oil imports. My appeared, even though poor economy. Companies began Japan, Australia has competed There is little doubt, more ne cases Japan's reliance to pass, out contracts for longforeign supplies increased term supplies with little regard initially between 1965 and to the medium-term outlook. (for example, coal from Oil, steel, sngar and other re-10 758 per cent.; lumber sources were bartered in return 12 to 624 per cent.). For for capital investment by hely for Japan, most of its Japanese companies, usually I suppliers are other indus- with financial help from Govern-

the countries the U.S., ment. the and Australia. These By and large, the "panic" candidates for new re- after the oil crisis' may have averted some of the shortages. man and Brazil, it seems, Over 50 per cent of Japan's iron the most attractive countries ore imports are now coming lapanese business involved from what the Japanese call Thouse and processing "develop-and-import" schemes, aux. A survey by Nikkei and the portion could rise to Pess done last summer over 75 per cent in the 1980s. At 53 major countries on The comparable figure in 1975 a counts (political situation, for coal was 30 per cent, but According to five rankings years. Japanese finance in over-The B, C, D). The results, seas copper development has the highly disputable, pushed the "self-developed" by confirm what many share of imports to over 50 per the state

echnology

)Q/

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TINUED FROM PREVIOUS PAGE

waich the basic idea came he made to train more pure The basic technological and coming competitors like supplies, notably from Brunei thus alleviate some of that supplies, notably from Brunei thus alleviate some of that and Abu Dhabi, and Shell nas Japanese refiners' cash flow and Abu Dhabi, and Shell nas Japanese refiners' cash flow and Abu Dhabi, and Shell nas burden this year and next. The source of lenge Japan in what used to be with its Sarawak project Mean-ting its oxygen furnace some of its strongest fields. Where industry (which the reject this point of view for Union on development of buge and nickel (New Caledonia) in the installation of the nellow has a high rate of obso-

Payments of Y10,8bn.). countries really want to buy outlay now asked by Moscow. current state of world- from Japan.

sare clearly works in (some of which have departarmoleus facing the men place. development policy is to

thresting in secure, long- creases on other raw materials

Perhaps because none of its economic recovery is bound to new iron ore mines will he mean a proportionately higher

more strongly to do a deal with over, that Japan will continue to Japan on coal. In the last 18 depend on certain countries for months, Japanese companies the majority of its raw material have written half a dozen con- supplies. Japan, after all, relies tracts with Australian coal more than most industrialised mines, which will open up new countries on outside raw depesits discovered in the late material sources. 1960s but kept in the ground

since then because of the Labor Aggressive Government's policy of actively

turning away foreign invest-ment, a policy which the pre-sent Government only managed to find and develop new to find and develop new fully to uproot in 1977. Japan resources abroad. Natural gas can also count on long-term coal is the exception. The Governsupplies from China once they ment has also embarked on a begin in 1978, and there is more programme to build up foreign coal on offer-notably from supplies of uranium for evan-Indonesia, where Shell has post- tual use in Japan's nuclear poned mining until the 1980s, reactors. The recession has when it hopes Japan will be in made some of the earliest a position to purchase large investment projects look foolish quantities of Shell's relatively with the subsequent drop in high-grade and high-cost 10m. international commodity prices, (estimated) tona of Sumatran and Japan bas bad to renegotiate several of its long-term

Similarly, natural gas has supply contracts to postpone proved to be in greater com- deliveries. On the way, some mercial abundance than most suppliers hava got their own experts were guessing at the fingers hurned. Anstralian time of the oil crisis. It will sugar producers signed a take some \$3bn. to develop 600,000 tonnes a year, five year Australia'a north-west shelf sugar agreement in 1975 with Wigen steel-making furnace decide when an attempt should deposits, but Japanese buyers Japanese refiners, which the seem in no hurry to invest refiners said they would not One reason is that two major bonour after July 1977 unless the different field. Japanese and far hetween compared with projects in Indonesia are under, the fixed price (stipulated in way: Japanese utilities will take the agreement) was lowered to unterent field. Japanese and far netween compared way: Japanese utilities will take the agreement; was towards to take managed to secure a Western countries, although all the natural gas from the take into account the .75 per increase of yield in Japan has a rich supply of Badak fields, which began to cent drop in world sugar prices. Badak fields, which began to cent drop in world sugar prices. developed several cen- A second question is just ontoni from the biggs of the Sugar strict of the After several months of letting the in Antwerp. Any developed several cen-A second question is just ontput from the bigger Arun sugar sit in Yokohama harbout, any in Antwerp. Any much of its new technology gas field. The 7.5m. tons Japan the two sides agreed on a improvements clearly Japan should export. A case has agreed to take yearly over marginally lower price per the to some extent in the angle for not giving the A passenger taking a benefit of Japan's ideas to up-the basic technological and-coming competitors like supplement to existing long the period of delivery and the basic technological and-coming competitors like supplement to existing the suplement bus alleviate some of tha

the installation of the nology has a high rate of obso though production is now at were not as tightly worded on Over installation of the nology has a high rate of case least five (and prohably ten) the producers behalf as Austraand industry, in fact, is to sell old ideas io order to pay rears away since the Japanese ha's sugar pact was. That defindustry, in fact, is to sell old ideas to order to pay years away since the sepance has sugar pact was. Last of Japan's major techno- for new ones: a second is that, do not feel pressed to accept cavalier approach to long-term exporters with a basic in an increasingly connetitive (together with a Bank of contracts has understandably while balance in 1976 of world, technology may be one America financial consortium) (carnings of Y13,8bn, less of the few things that other the onarous terms for capital among producer countries, but the baymente of V10 obs) are really want to buy outlay now asked by Moscow. they are rarely in a position

In short, Japanese business to tell the Japanese where to ablogical development When it comes to selling ideas bas not come up against the get off (94 per cent, of the the supply of hasic Japan is uniquely well-equipped shortages or manifold price Philippines' copper one goes to the supply of hasic Japan is uniquely well-equipped shortages or manifold price Philippines' copper one goes to the supply of hasic Japan is uniquely well-equipped shortages or manifold price Philippines' copper one goes to the supply of hasic Japan is uniquely well-equipped shortages or manifold price Philippines' copper one goes to the supply of hasic Japan is uniquely well-equipped shortages or manifold price Philippines' copper one goes to the supply of hasic Japan is uniquely well-equipped shortages of manifold price Philippines' copper one goes to the supply of hasic Japan is uniquely well-equipped shortages of manifold price Philippines' copper one goes to the supply of hasic Japan is uniquely well-equipped. of Japao's approach to ments specifically geared to this prices for most raw materials remains to be contracted to the specifically geared to the prices for most raw materials remains to be contracted to the specifically geared to the prices for most raw materials remains to be contracted to the specifically geared to the prices for most raw materials remains to be contracted to the specifically geared to the prices for most raw materials remains to be contracted to the specifically geared to the prices for most raw materials remains to be contracted to the specifically geared to the specifical to t relation approace to ments specifically generate on prices for most raw materials remains to be seen whether relation to ments specifically generate of a good at dropped sharply during the re- Japan's resource procurement crearly the time will finding markets for technology cession and have only bottomed tactics since the oil erisis have Broducing new ideas as they were at finding suppliers ont in 1977. As a result, in left Japan more or less open to a starting old ones. One Japanese industry in the first (excluding food and fuel) may future. dustry in the first (excluding food and fuel) may future. be only slightly dearer than tha Charles Smith \$12.3bn. bill in 1973, and prob-

Douglas Ramsey

many European products through the efforts and involvement of Marubeni."



Japan line

Mr. H.A. Affleck joined Marubeni Corporation's London Branch in 1956 and is now Manager of the Accounting Department. He shared these thoughts with us about Marubeni's activities in Europe.

• The last two decades have seen the rapid expansion of trade between Europe and Japan, and it is fair to say that Marubeni Corporation has played a major role in promoting this situation.

As one of Japan's leading trading companies, Marubeni has established its position during this period hy dint of an imaginative and conscientious approach to the massive changes that have taken place within the international social and economic structure. The company's association and trade connections with Europe go back to the latter half of the nineteenth century; hut it is really within the last 25 years or so that Marubeni has developed into the large multinational organisation that we know today.

In the early 1950's, Maruheni established liaison offices in London and other European capitals. Trading conditions at that time were extremely difficult, with both products and finance being in short supply. However, the

The Marubeni Europe Group

Marubeni Europe B.V., Marubeni Corporation London Branch, Marubeni Corporation Oublin Lisison Office, Marubeni Deutschland GmbH, Marubeni Osutschland GmbH Hamburg Branch, Marubeni Deutschland GmbH Zürich Branch, Marubeni Deutschland GmbH München Office, Marubeni Benelux S.A., Marubeni Nederland B.V., Marubeni France S.A., Marubeni Italia S.p.A., Marubeni Iberia S.A., Marubeni Iberla S.A. Las Palmas Office, Marubeni Iberia S.A. Barcelona Office, Marubeni Corporation Lisbon Office, Marubeni Scandinavia AS, Marubeni Corporation Oslo Office, Marubeni Corporation Helsinki Office, Marubeni Corporation Athens Office, Marubeni Corporation Wien Liaison Office, and other 9 offices

early 1960's witnessed the elevation of the economic and living standards of hoth Europe and Japan, and with the development of improved communications systems, East and West came together with mutual opportunities for trade on a scale hitherto unimagined. At this time, Marubeni, being firmly

established and respected in Europe, was able to demonstrate its unrivalled expertise in matters concerning finance, shipping, foreign exchange, customs procedures and other important aspects of international trade. These attributes, coupled with its own highly sophisticated and efficient communications network. have allowed Maruheni to achieve its present prominent international position.

Throughout the 1960's and 1970's, the Japanese consumer has come to know many European products through the efforts and involvement of Maruheni. We, too, in Europe, have heen able to enjoy many of the technologically advanced products from Japan. However, not all trade handled hy Marubeni involves Japan. In fact, a large proportion of business is developed and conducted hy overseas offices with third party customers throughout the world.

Today, Marubeni's group activities encompass the entire business spectrum-raw materials, commodities, manufactured goods, and services. A special capability is the mobilisation and management of large and complicated development projects and investment programmes requiring specialised knowledge and commercial acumen in a variety of fields. Business is conducted with practically every nation in the world from 150 main overseas branches or subsidiary offices.

The mid-1970's have brought their own problems to a changing world situation, including energy conservation and the maintenance of the ecological balance within the limited resources of our small planet. These important matters are uppermost in the minds of Marubeni management and staff, and I am certain that, as has been the case during my 20 years with the company, Marubeni will add its own small but significant contribution to realise greater international prosperity and well-being through an enlightened policy of fair trade with all.

> Part of Europe, working for Europe Marpleddeni

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To Future Generations, Security

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Social welfare is a subject of serious consideration in most modern societies. Man in the twentieth century accepts his responsibility to bequeath to the next generation a society better than his own. Daiwa Bank is not unique in accepting this responsibility, but Daiwa is unique in making acceptance of this role in society an integral part of their banking service.

Daiwa is the only Japanese city bank to. combine banking and trust business. Daiwa is thus a fully integrated banking institution. comprising banking, international financing, trust, pension trust, and real estate business. This integration is part of our effort to fulfil our social responsibility consistent with society's needs in a contemporary environment.



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Representative Offices Subsidiary: Daiwa Bank Trust Company, New York Joint Venture Banks: P.T. Bank Perdania, Jal arta, International Credit Alliance, Ltd., Hong Kong

JAPANESE INTERNATIONAL COMPANIES IV

On the next three pages, CHARLES SMITH. DOUGLAS RAMSEY, and YOKO SHIBATA profile nine of the leading figures in Japanese commerce and industry.

Men at the top

Yoshizo Ikeda

MR. YOSHIZO IKEDA is e with the Keidanren. He was burly ex-baseball captain (for back in Britaio just one month Tokyo University) who now cap- later to sign an agreement under tains one of Japan's two giant which Mitsui and Co. became general trading companies a 65 per cent. partner in a joint Mitsui and Company. He is also venture with British Leylaod to a man with an innate sense of sell Leyland cars in Japan. It optimism and a conviction that was the first time a big problems cao be solved by talk- Japanese trading compaoy had ing to people. become directly involved io

Mr. Ikeda (like Mr. Yoshi. efforts to sell foreign cars in zane Iwasa, profiled elsewhere) Japan (although Leyland's prewent to Loodon io aotumn 1976 vious Japanese agent, Shin Toyo with the now famous Keidan- Motors, had links with Maruren mission, but claims to hava beni Corporation). heen less shocked than his col- Mr. Ikeda is modestly optimis-

leagues at the tough line taken tic, but no more, about the sales by European busicessmen and prospects. Ha says it will take politicians on the Japen trade five to ten years to build up a issue "We had a free exchange sizeable market for Leyland in of opinions" he aays, although Japan. He admires the design of opinions" he aays, although Japan. He annures the design he implies that the exchange of Britiab cars but warns that coosisted mostly of the Japao- the quality of British crafts-ess side listeniog to "about a manship could do with some dozen British gentlemen" air- improvement. In London ing their views about the during the 1960s as Manager America) were worth flom. the time." Io the same speech instruction of the during the 1960s as Manager America) were worth flom. the time." Io the same speech instruction of the during the 1960s as Manager America) were worth flom. the time." Io the same speech instruction of the during the second of the during the to of Mitsuis London hearch Mr. last wear from the U.S. he argued that sorting out U.S. Source in her next wears for the second of the s

allaged impenetrahility of the of Mitsui's London branch Mr. last year. From the U.S. he argued that sorting out U.S. Japanese market. Ikeda drove a British car (not Mitsui exported \$1.9bn. worth Japan trade problems was a sepancese market. Incua grove a British car (not Mitsui exported \$1.9bn. worth Japan trade problems was a suturn-winter collaction. accounts for 10 per cent, o Some harsh things were said Leyland) which bed "lots of of goods last year whila im- matter of "getting the signals auturn-winter collaction. accounts for 10 per cent, o but Mr. Ikeda remembers with troubles." porting only \$1.2bn, worth, "I uncrossed." It sounds a bit The European operation has total, but is expected to appreciation at least two occa- Mr. Ikeda has done his best to told President Carter when I optimistic, but Mr. Ikeda has widened the scope of Mrs. following the opening of sions during the London talks, persuede Toyota e company met him that our exports in clearly not where he is to be in the but her ble Paris calor. It London We

sions during the London talks, persuede Toyota, e company met him that our exports in-clearly got where he is to-day Mori's business but has also Paris salon. In London, Har One came near the end when which bas strong links with diaded aboot \$7m. worth of hy making sure that his own involved ber in a punitive travel now displays Mori designs Lord Watkinson, the President Mitsui, to take a tokeo capital Georgia peanuts," he adds. of the CBI "very suddenly" stake in the Leyland joint Mr. Ikeda clearly believes withdrew a proposal to issue a venture. It is in Toyota's that Mitsui in particular and joint memorandum on U.K.- interests to take an international trading compenies in general Japan trade problems which the view on motor trading he says, can play a big part io smoothing Japanese side bad felt would "end, after all, we helped to out international trade frictions. have stirred up opinion in Bri- make that company"-alluding He thinks other countries tain unnecessarily. The other to Mitsui's early role in build should copy the Jepanese tradmoment was when Mr. Edmund ing up Toyota. So far, however, ing company model and says he Dell (the Trade Secretary) drew it looks as if the view of the bas been consulted about this the mission's attention to the world from Mitsui's new gold- hy a Canadian trade minister, a fact that free trade and whisky coloured head office block on former Brazilian Finance Miniswere both Scottish products and the east side of the Insperial ter (Sr. Delfim Neto) and by MRS. HANAE MORI, Japan's suggested that Japan seemed to Palace in Tokyo is a bit more Mexico. However, "Rome was top women's fashion designer. suggested that Japan seemed to Palace in Tokyo is a bit more mexico. However, home that top women's tashion designer, be "fairer" in its treatment of international than the view not huilt io a day," says Mr. opened e haute couture salon in one than the other. "After bear, from the Toyota headquarters likeda and oeither should other Peris early this year. Her debut countries expect to create some the rest and the west side ing Mr. Dell's comments we on the west side.

went back to Tokyo and tried Leyland cars ere not the only thing on the scale of Mitsui, to persuade MITI to cut the British products Mitsul helps (handling about 12 per cent of designer; she was also the first she set up a tiny boutique in most promane mes. duty on scotch to the same level to export from the U.K. Its Japan's imports, and exports) foreigner in the past 10 years to Tokyo in 1950 and became Japanese Imperial family, as bourbon," recalls Mr. Ikeda, total sales of British products oversight. Mr. Ikeda says the Mr. Ikeda dld one other (not only to Japan, but to nearest approaches to e Jepanthing after his trip to London markets like Africa and Latin

Mori

Mexico. However, "Rome was top women's fashion designer, she got married. She started kitchen goods and swim not huilt io a day," says Mr. opened e haute couture salon in to study fashion at a design both in Japan and the Ikeda and oeither should other Peris early this year. Her debut school after the end of World Licensing has grown fast; in Paris was not ooly the first War II. ever by a Japanese fashion open a new haute couture salon ese general trading company outside Japan are probably the Ungaro).

Denish East Asiatic Company and Jardine Matheson and Co.

is e good deal more profit. European products endistaif dls. experience played e large part clothes. "I am Interested, orientated then Mitsui). pelled the earlier suspicious of in helping to develop ber "totel" men's fashion, not i So far as Mitsui itself is con. He exclusive Unicol of Paris creative talent, she recalls. neckties end eccessories," is So tar as Mitsui itself is con-cerned Mr. Ikeda says he plans to aim for still greater inter. Inationalism in the pattern of the company's trade perhaps getting back to the situation be. In fact quite a farge portion nationalism in the pattern of its paparese-mane products to hold began looking arter the innan-the company's trade perhaps it eEC market. I cial and marketing side of the point of entry into the n cial and marketing side of the point of entry into the n cial and marketing side of the point of entry into the n cial and marketing side of the point of entry into the n cial and marketing side of the point of entry into the n side are cial and marketing side of the point of entry into the n cial and marketing side of the point of entry into the n subsciences. At present there are fashions are exported to her lapan and 200-300 wholesalers. Interve to thank Mr. Side, " into the is intensely proud of more than 1,000 sales outlets inal Japanese "shosha" ("We were founded io the ninth year of Meiji, whereas Mitsuhishi dates from 7th Taisho.") He feels, bowever, that the present roster of nine Japanese geoeral trading companies (ten until the Mrs. Hanae Morl'a success is of Hanae Morl'a butiques in the Mrs. Hanae Morl'a success is of Hanae Morl boutiques in the short is expected this year. Mrs. Mars. Mars. Mars. Mars. Mars. Mars. Morls "the always wore son New York on the way back what was then the exclusive sorth is expected this year. Mrs. Hanae Morl'a success is of Hanae Morl boutiques in the short is expected this year. Mrs. Mars. Mars. Mars. Mars. Mars. Mars. Morls "the always wore son New York on the way back New York, Hanae Morl bouties approaches allow work boosted sales by 25 per paris fashion world. Her first further, though modest, sales storia Hotel, but the number Astoria Hotel, but the number it attention for the next few y She made a modest start trading companies (ten until the Mrs. Hanae Morl'a success is of Hanae Mori boutiques in the She made a modest start raceot merger of Ataka and Co. in striking contrast with the U.S. soon climhed to ten and year with a quiet set of des with C. Itob) is too many. "Lots plight of the Japanese textile the number of wholesalers to Next year she plans to of them are in trouble nowa- iodustry, which is under pres- over 200. Her feminioe dresses somathing more adventurou days" he adds implying that it is sure from other Aslan countries with orleotal touches appealed partly their two fault and partly with cheaper labour costs. She to American women, who oow

the result of the downturn in says she has never been temptad by the idea of producing else-Japan's economy. When be is not talking about where in Asia on the grounds Mitsui, Ikeda likes to talk about of cheap labour. For ber, cheap golf and ebout the people he labour means oothing, whereas

has met playing the game (in. competitiveness in quality and cluding Sir Harold Wilson, style means everything. encountered on a golf course in. Before the opening of the Hampstead). He is modest Paris salon, the Mori collection about his Eoglish which, he had beeo on show only in Naw says, was "entirely made in York. So European buyers had Japan." The fact is, bowever, had to come to that city instead that efter four years in New of to Paris. Mrs. Mori moved York in the mid-1950s and five into Paris partly for the con-in London in the mid-1960s, Mr. veniencc of European buyers Ikeda can probably communi, and partly becanse she could cate with his Western counter, out resist having a presence in parts a good deal better than the world's top fashioo centre. most other top Japanese busi-Mrs. Mori says Europe is an Mrs. Mori says Europe is an oessmen. In a recent speech to easy place to work io and finds the U.S. National Trade Conven- French tailors, cutters and tion in New York, delivered at seamstresses "very co-opera-a time of unprecedented tension tive." Another attraction is in bilateral trade relations, Mr. the wide choice of textile Ikeda took care to insert a few materials, much wider than is Ikeda took care to insert a few materials, much wider than is jokes near the beginning be currently available io Japan. At cause "you Westerners expect the moment Mrs. Mori saya she that not like us Japanese who such as Scottish tartans and contribute 20 per cent, of

figure in her next year's Mori's European opera

oo ber haote couture collection Ambassador in Japan repre (twice a year), for the Paris Mori in U.K. "Lady Wi Pret-a-Porter shows (also twice looks after me so well the a year) and for her shows in no longer have any excu-New York (three timas a year), visit Englend," says Mrs. New York (three timas a year), this Link buy, Mrs, Moris, she has to speed five months of inevitably, Mrs, Moris, every 12 outside Japan. led her to diversify ou Hanae every 12 outside Japan. have been achieved without support from ber busband, Keo

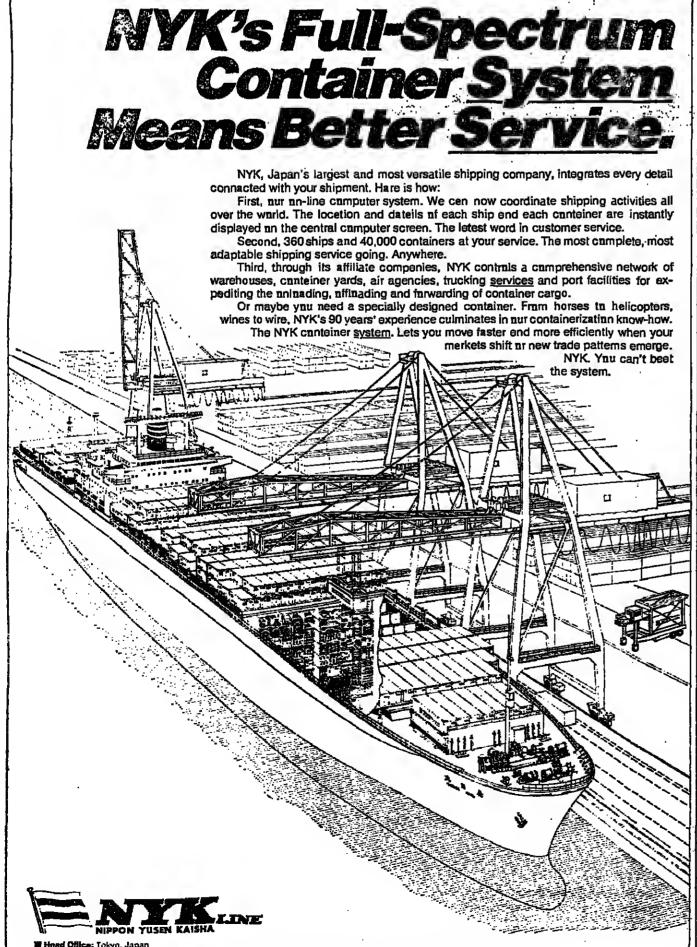
Morl. In cootrast to most Japanėse bousewives sbe won

Involved in costume design for wives of leeding politicians,

in Paris (after Italian designar Japanese films. That business the management of Japan virtually faded out seven or Lines, who went to her for th Her Paris staff are all Erench eight' years later when the new stewardesses' uniform and all the textiles used are Japanese film' Industry turned But she still has one unsal (although he concedes the letter made in Europe. The stress on to pornography. However, the fied ambition-to design me



Mrs. Mori's success could not have expanded to access cosmetics, interlor designs men's ties. Yet another lit business is licensing of H Mori original patterns



Tiondon Branch Office: Boaulort House, 1S SI. Balo'sh Street, London, EC3A 77/R, England Tel: (01) 283-2099 Telex: 684295-8 Other Overseas Itilices in Europe: E Diferendorf Tel: \$4151 E Hemberg Tel: 35 93-1 E Paris Tel: 265-1900 E Millan Tel: 803346

Yoshizane Iwasa

MR YOSHIZANE IWASA is not branch anywhere overseas decisions about Japan's policy fluent in English (in fact be because the pre-war Yasude towards incoming foreign inprefers not to speak the Bank bad confined itself to vestment).

language at all though be Japan plus a few branches in He also bas a personal reason probably understands it well occupied Manchuria). With the for being interested in Japan's enough). Nor is be a colourful London branch as a starting tentative moves to establish an or obviously dynamic person point Fuji moved as rapidly into industrial preseoce in Europe. ality. He is a small quiet man overseas banking as the His soo is a maoaging director with a career stretching back Ministry of Finaoce would of Nippon Seiko Kaisha, the ball-over 49 years with the same permit but with the emphasis bearings company which estabmajor Japanese bank aod (because it had oo real choice) lished a factory io Durham in nowedays including an impres- on quality rather than quantity. 1976. sive number of chairmanships Mr. Iwasa became president He bas oo easy answers to

of various organisations of Fuji Bank (at that time the offer by way of solutions to coonected with Japan's interna- largest of Japao's 13 major city Europe-Japan or U.S. Japan tional business relations. banks) in 1963. Simultaneonsly trade problems. He believes He is also one of the pioceer be became one of the most activa atrongly in the need for Japan He is also one of the piooeer be became one of the most activa atrongy in the need for Japan generation of postwar Japanese participaots in moves to open to be more opeo to foreigners husinessman who tried to up "diplomatic relations" he (including better access for Yoshizone Iwasa-recoostruct the country's tween Japanese businesa associ- foreign investors) but also posts-may find it easier to ecocomic relations with the ations like Keidanren (similar thinks that Westerners, and municate with foreigners outside world after the war and to the CBI bnt more powerful Europeans in particular, have his contemporaries have i who still spend much of their and influential) and counterpart not tried hard anough to under- The new generation bas les time worrying about the com- organisations in other parts of stand Japan. Ha thinks Japan to speak Englisb and has munications gap betweeo Japan the world. and its foreigo trade partners. As an "ambassador" for from the West because of differ- in contrast with Iwasa his

Mr. Iwase joined the Yasuda Keidanren and Keizai Doyukaj ences of culture, social structure who has never beld a fo Bank in 1928 as a graduate from (acother association of top and historical background which posting despite 25 year Tokyo Imperial Uoiversity (now Japanese businessmeo) he makes it hard for the two sides handling overseas prob Tokyo University). He stayed attended virtually every major to sympathise with me another's Japanese banks will be with the bank through the war business mission to the U.S. and point of view. and was chief foreign manager Europe from the early '60s on. Similarlies in daily life dis-io 1952 wheo the post-war ban wards. He was in Europe in gnise these basic differences but banks which now depend io 1952 wheo the post-war oan wards. He was in Europe in guise these dash time all the same-large chunk of their for activity was lifted. Keidanren missioo which for the particularly in what Mr. Iwasa bosioess on non-American

He says that be realised that first time brought bome to Japan calls Japanese "corporate ectivi-Japan could not bope to the existence of a crisis in EEC. ties." Iwasa says that foreigners At 71 Iwasa is a kind of reconstruct its economy without Japan trade relations.

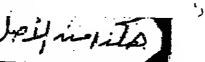
a heavy reliance on trade and Mr. Iwasa also has in worry in perspective and in correctly more generally for the grow that trede meant an overseas about U.S. trade relations in his estimating the significance of 29 major companies which banking presence. He eccord- capacity as chairman of the things thet happen in Japanese gether with Fnji make of ingly put his hank (by now Japan-U.S. Economic Council, business and politics. A case in Fuyo industrial and comme renamed Fuji) into the fore- He has also been closely and point could he the latest Cabinet group). He has long sioce of front of Japan's post-war continuously involved in the reshuffle and subsequent moves to handle the Bank's i overseas banking advance—a moves to liberallse access fur to liberalise imports which may affairs but in the position limited one at first because of foreign investors to Japan have stirred up greater expective which Japan now finds is restraints imposed by the thanks to another chairmaoship tations in the outside world than his kind of statesmanship tations in the statesmanship tations in th Ministry of Finance.

first Japaoese banks to acquire a nessmen, officials and academics of Jepanese business leaders London branch (also its first which in effect makes the major -when they get into the top

Buni

have difficulty in putting Japan stateman for Fuji Bank

mand.



JAPANESE INTERNATIONAL COMPANIES V

Yusuke Kashiwagi

MR. YUSUKE KASHIWAGI says it is "pure coincidence" thet in 1977 he is doing the same job that his father did around 1944. The job is running Japan's one and only specialist foreign exchange bank, the Bank of Tokyo. It was the Yokohama Specie Bank before and during the war when Mr. Kashiwagi senior was head of the New *York Agency and subsequently* 'resident. The change of name lowerer (which was one of a umber of name chenges mposed by the U.S. occupation uithorities on teading Jepanese companies) hes not mede much difference to the nature of the business.

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The Benk of Tokyo is incorporated under a speciat Foreign Exchange Bank Law " Dorated

10st international " city bank ")

overnment in 1972).

In Mr. Kasbiwagi's own case,

owever, the early experience 1 New York turned out to be uitful. He soon picked up panese characters at school in

okyn 1 and learned French as AT 76, Mr. Yoshiya Ariyoshi is thinking is perhaps not the rule all because the school was one up to new tricks. Next March emong Japanese husincssmen of yaded by French mission- he takes the chair of the OECD his generation, hut it is clear vis). By the time he gradu-(s). By the time he gradu- Business and Industry Advisory that Prime Minister Fukuda's ed from Tokyo University in Committee (BLAC) in Paris. He new Cahinet takes some inspira-41 Kashiwagi boasted a first-already serves as chief Japanese tion from internalional-minded ⁷⁴¹ Kashiwagi boasten a nise already serves as chief Japanese non from international market ass academic record plus a delegate to BIAC, and is simul- husinessmen like Mr. Ariyoshi, igree of fluency in English taneously a Vice-Chairman of who counts among his close alch was (and even to-day the Atlantic Institute, Both pasi- friends the new minister for market are in the Atlantic Institute, Both pasi- friends the new minister for alch was tand even to day mains) extremely rare in ipan. Mr. Kashiwagi took the ome civil and diplomatic ser-inter examinations and passed with. He chose the home civil with the chose the home civil the civil the civil the civil the civil the ci now head of Nibon Lever1.

now head of Nibon Lever1. Sporting a Juhilee tie. Mr. law student joined NYK—he Mr. Kashiwagi thus found iself, soon after the war, in a minister's llaison office of Finance Ministry with the b of accompanying his minis-on twice daily trips to the S. occupation beadquarters to told how to run Japan's post-r economy. Mr. Kashiwagi 'serious nonsense," the most important field of were taken over by the Navy.



Yusuke Kashiwagi.

privileges hut also certain obli-

edge of written Jepanese. This In 1965 Japan necame a protagonist is tract in territy wagi's generation. "In our day xoerience has helped him to member of the OECD and Mr. everyone was prepared to make if you wanted to live the good heretand why some of his own Kashiwagi hecame the first sacrifices to maintain the fixed life you had to go abroad—toaffmen to-day show distinct Japaoese representative to exchange rate system. To-day, he day you can live just as well eluctance to be posted abroad attend the OECD's economic implies, everyone is scrambling in Japan." when their children are nearing policy committee meetings. (He for what they can get. "Of econdary school age. recalls that, at first, he could course Japan must do some-

Yoshiya Ariyoshi

Sporting a Jubilee tie, Mr. law student joined NYK-he

not understand what the other thing to reduce its surplus," but representatives were talking "It is very difficult to make ebout.) He was still ettending sense of what the U.S. has been OECD meetings in 1966 and doing since the summer." He 1967 the decision was taken to thinks the key to the problem devalue sterling. "But we were of reducing Japan's trade surleft out of the consultations-I plus is economic recovery in only managed to find out from Japan itself which is not being my personal cootacts whet was assisted at least in the short heppening." During the 1968 term by international efforts to French franc-D-Mark crisis Mr. "talk up the yen." He would Rashiwagi waa ao observer at a like to see some kind of inter-hurriedly calted meeting of the netional agreement on GNP Group of Ten (so hurried that growth rates (setting Japan's et there was no time for the maybe around 6 per cent.) and Japanese Minister of Finance to more co-operation on exchange come over from Toyko). rate matters between govern-

Mr. Kashiwagi says Japan ments of industrial countries. remained a spectator of inter- Mr. Kashiwagi expects Japa national currency negotiations nese banks and Japanese busi until 1971 when it found itself ness to become gradually more the centre of attention with the international, although, as far which gives it certain rights and 200 mits worked because the year suddenly the main candi- as banks are concerned, the date for revaluation. Even after Finance Mintstry still kcepa a privileges hut also certain obli- 360 rate worked because "we wate for revaluation. Even after Finance Ministry still keeps a getions in the field of overseas is "To this day he could be tended to be alternate has close watch on overseas activity it." To this day he remains e tended to he a distance between --- "we have to go back to them ness as big as that of the ocxt Alter his early spen in the reper perhaps with school Japan is the strong conviction lost international "city bank") liaison office Mr. Keshiwagi was friends or members of our own that to succeed in life you must lakes it into a sort of ancillary shifted to the Ministry of family." Another reason why have been to a first-class Japalakes it into a sort of ancillary shifted to the Ministry of Iamily." Another reason why have been to a first-class Japa-foreign service." Mr. Finance budget hureeu, but con-tinued to be concerned with unning that service include 27 international matters because ears dealing with international his job was to look after the atters in the Ministry of budget of the Ministry of Inter-inance (stretching from 1945 national Trade and Industry. bis retirement from the From then on his career because overnment in 1972). The Bank of the Ministry of Inter-to centre firmly on international to centre firmly on international decide their position and their started three years ago, which overnment in 1972). Because of his father's job finance, with a spell as financial usuke Kashiwagi spent nine councillor in Washington and, ears of his boyhood in New from the mid-1960s onwards the 'ork, returning to Tokyo at the director generalship of the 'ork, returning to Tokyo at the director generalship of the 'se of 12 with a fluent command international finance bureau of t English but almost no know- MOF. 'dge of written Jepanese. Thia In 1965 Japan hccame a protagonist is that, in 1971-72 wagi's generation. "In our day

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17

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C. ITOH

r economy. Mr. Kashlwari some goods "serious nonsense," the most important field of were taken over by the Navy. calls that the Americans really in everything in the early days the occupation—every single U.S. If enough pressure is reply, and he got the joh. will he made to Europe and the the occupation—every single U.S. If enough pressure is reply, and he got the joh. store delivery. Even by 1949, he explains: "Unless there's anything. They need a plausible tiple exchange rates was re-anything. They need a plausible will he made to Europe and the the most important field of were taken over by the Navy. Husiness to our Japanese Mr. Arlyoshi became general manager in 1942 of the wartime Shipping Control Authority. At stayed away from other asked Mr. Arlyoshi to take con-stayed away from other asked Mr. Arlyoshi to take con-gapanese. "The best thing I trol under U.S. Navy auspices, could have done." He was a position he held until 1952. rewarded with a post in Berlin When all ships were returned to trom 1937 to Japanese Mr. Arlyoshi Mr. Arlyoshi re-

yed by the single fixed rate reason to act." rewarded with a post in Berlin When all ships were returned to 'Y360 to the dollar it was the Mr. Ariyoshi's npinings count. from 1937 to January 1940, in private hands. Mr. Ariyoshi repericans who chose the rate He is a director of the twn big- charge of handling huge con- joined NYK as business parently changing their business organisations in Japan, signoients of war materials and manager. nds at the last moment from Keldanren and Nikkeiren. His heavy machinery from Germany "I felt we could revive our

Bunishiro Tanabe

". BUNISHIRO TANABE runs change of tone" (particularly an's and the world's largest from the Agriculture Minister, eral trading company but is Mr. Nakagawa, whose job it is too hopeful of being ahle to to liberalise farm imports).

nuch to reduce Japan's mas. Mr. Tanabe thinks that lifting trade surplus. "We were foreign exchange controls would cd in this morning by the help because it would enable the structure of the structure a)d of the MITI (Ministry of treding companies to use far in the million of the million of the second how to increase imports their overseas transactions. Bef reduce the balance of pay- ing a realist, however, he doea nts surptus but I couldn't not see much chance of that rits surplus out i couldn't not see much chance of that gest anything. Trading com- happening either. "Those Fin-ries are always ready to move ance Ministry officials like to n new lines of business but sit in a hig chair and tell us ere not in a position to what we can or cannot do." be up items which are not explains. Liberalising the con-S. able.

Ir. Tanabe says that although main sources of power of the subishi Corporation is ex- Finance Ministry-and the Minding into car sales on behalf istry is not likely to agree to Vitsubishi Motor Corporation that, he implies.

as textile traders, ne says. he is tike his predecessor, Mr. per cent. on all the goods buy and gell throughout the rld. Out of that we have to et att our running expenses, it just doesn't meke sense had as the 1930s." says Mr. gell items. including Brooke nd Tea. " but that got big ough to make it worth while." 'r. Tanabe says that the main 'r. Tanabe says

Tranabe says that the main a cup of coffee in the '30s, interment for solving Jepan's Mr. Tanabe says Jepen's Prime group companies and 70 per the recent import peckage which le problems is for Jepanese Minister, Mr. Takeo Fukuda, ia iticians to become more in-right when he says the history iticians to become more in-right when le problems is for Jepanese Minister, mi. Tange fuitier in fact he is iticians to become more in-iticians to become more in-ginationetty minded. "Most of the 1930a recession could piticians are from the coun- repeat itself—" in fact he is and so can't do anything to righter than he knows." If ragonise farmers. They don't there were e trade war Jepan by any attention when some would suffer most, says Mr. "eign country asks Jepan to Tanabe, because of its rease its food imports." Mr. overwhelming dependence on nebe includes the new Jap- imported food and raw materials ese Cabinet in his scepticism, and its need to export ln order ving: "At first it tooked as to pay for these. Tanabe is proud of

changes were on the way. Mr. Tanabe is proud t after a week there was a Mitsubishi as one

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trols would take away one of the

Bunishiro Tanabe. very few Japan OT

C.S.



Appointed managing director in 1957, Mr. Ariyoshi moved up to vice-president in 1961, president in 1965 and chairman io 1971. Not surprisingly for a Japanese so at home abroad. Mr. Ariyoshi has more decorations from foreign countries than from Japon.

And the future? In shipping, the NYK chairman says that the Russian shipping industry is the most important threat to free-

world shipping in the next five companies years. " Unless we act soon, our anywhere own industries will be wiped out," he warns. "They can charge any rate: Russian ship-ping is entirely non-commercial. It is ironic that they are increasing their share of trade

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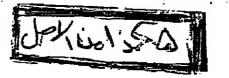
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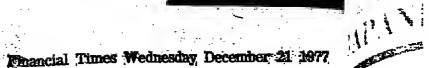
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vould not be able to handle Mr. Tanabe is a tife-long Mit- the ported cars "because you subishi man who saw service in in ed special knowledge and a New York both before the war else which really deserves the

special knowledge and a new fork both before the war else which really deserves the investment in servicing (five years in the 1930s) and name of a "generat trading com-flitles. Some import items are just small to yield trading com-nies the required grass profit the is tike his predecessor, Mr. Chuiro Fuino (now chairman).

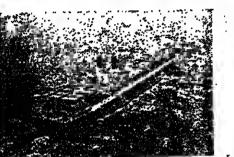


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JAPANESE INTERNATIONAL COMPANIES VI



Morning assembly for Matsushita workers.

Akira Harada

OVERSEAS STRATEGY for a already lined up a series of company with exports of over European clients as he has dona \$1.5bn., 55 foreign subsidiaries in the U.S. He has also begun and hrand names like National, to travel and speak widely; in Panasonic and Quasar cannot be October ha represented the a one-man job: but at Matsu- Japanese electronics industry at shita, it almost is. However, the meetings with Canadian manudecisions centre on one who is facturers, and he participated neither president nor chairman in a major Japanese industry Mr. Akira Harada, senior mission to Singapore and

director since Malaysia in November. managing February, works in tandem with Mr. Harada, of course, is no the new president who was pro- ordinary Japanese hasinessman moted from inside the com- His career is not even typical of pany's domestie operations. "I that elite from Tokyo Univerknow little abont the Japanese sity who occupy key positions in aide, so we make a good com- Japanese Government and hination," tha youngish (at 57) industry. He has done both and, executive admits modestly. to use the Japanese expression:

In fact, Mr. Harada has "descended from Heaven" only stayed on as president of Matsu- six years ago, when he joined shita's mammoth U.S. operation, Matsushita from the powerful Matsushita Electric Corporation position he occupied as director

of America (Meca), head general of MITI's International quartered in New Jersey. When Trade Bureau. As such, he pre- takes exception to the Governhe took over Meca in 1972, the sided over one of the swiftest ment's reluctance to act Tsutsumi's concern for what ha wa close the gap?" company and its various sub-expansions of Japan's exports strongly: "Industry and Gov-Keen on art he greated Isnan's "The Seihu Group sidiaries employed 2,000. Since ever, Japan's top companies vied ernment must stimulate the Keen on art, he created Japan's hit. In Sony's footsteps, Se then, Matsushita has become the for his services, and Matsushita Japanese economy, and we also of art right incide and of recently placed an advet

most of them added with the Unlike many of Japan'a must also commit mora aid to hring culture to our to French companies intent acquisition of Motorola's Quasar successful husinessmen who developing countries." What's current current of selling in Japan, Similar at the there is the more "Japan cannot continua to erazy because we would lose and Martin Los television division in 1974. After were forced into hecoming thoroughly modernising Quasar, "international" to help the to accumulate surpluses for too Mr. Harada says it will turn a business, Mr. Harada came early profit from this year—something fo it. Picked from the immediate more "Japan cannot continua erazy because we would lose money." But Mr. Tantsumi has response in France has h enormory." But Mr. Tantsumi has response in France has h enormory." But Mr. Tantsumi has response in France has h enormory." But Mr. Tantsumi has response in France has h enormory." But Mr. Tantsumi has response in France has h enormory." But Mr. Tantsumi has response in France has h enormory." But Mr. Tantsumi has response in France has h enormory." But Mr. Tantsumi has response in France has h enormory." But Mr. Tantsumi has response in France has h enormory." But Mr. Tantsumi has response in France has h enormory." But Mr. Tantsumi has response in France has h enormory." But Mr. Tantsumi has response in France has h expansion with different Tantsumi, who expects to dis glasses. In a recent report he bute most of the goods thron a company which is responsive to the hroader scopa of social mational Trading will fund thin attonal trading will fund the turn facturing—for now. One quartered in Manhattan). reason, he explains, is the need. on his way to becoming head

Akira Harada.

Seiji Tsutsumi

HE PEPPERS his conversation level would flop have si with Keynes, Marr, consumer-invited old-line Japanese in ism, attacks on the oligopoly of ance companies to set up off hig husiness in Japan and the in their stores.

need for new political leader-The Seibu Group's stren ship. At 50, Mr. Seili Tsutsumi appears to derive partly f says all the things that Japanese its uniqueness among Japan businessmen are not supposed retail companies. It has a to say. Moreover, his fresh ap for the intricate links with fir proach to Japan's international cial institutions which 1 responsibilities is not suspect. proved the strength of Jan the empire he commands is one major exporting conglomen nver the very few in Japan Mr. Tsutsumi himself cells structure "integrated yet the Seibu Group imports-and the Scrou throug imports and ible"; certainty it has ; Mr. Tsutsumi reckons his suc-cess will now tempt other and the strongly into all retail sec Japanese businessmen into busi- and despite the stagnation nesses which improve " quality consumer spending during of life" in Japan rather than recession has done boon business across the board. just build up Japan's foreign Mr. Tsutsumi is an nucom exchange reserves. "You see, I am still a radi- observer of Japan's econom

cal." laughs the chairman of only because he is that Japan's fastest growing and Japanese international host possibly most internationally man not living off exp minded group of retail com. "Japan's surplus with the ! panies. Mr. Tsutsumi is cone and the U.S. is not healthy tinually reminded of his stu- says. "The leaders are than dent-radical days at the presti- people who expanded gious Tokyo University; in economy by maintaining time, he has proved to be the most radical (if practical, too) economy by maintaining

husinessman on the domestic scene, and therein lies much of his success. Ha has parlayed a single department store inherited from his fathar (then Speaker of the House of Representatives) into a group of 105 companies employing over 50,000 and with annual sales in 1977 of well over \$5bn.

"Seibu stands on the side of the consumer," Mr. Tsutsumi hoasts. "and that accounts for our success." Growth has been 30 per cent a year for the last 10 years, with sales of imported goods rising even faster than that.

Mr. Tsutsumi took over as chairman in 1961, hut Seibu's real impact has only heen in the 1970s. He is credited with having had more influence on the taste of Japan'a younge generation than anyone else, by tight financial control in hringing European and Ameri- Japan that husinessmen hat can fashion and products to alternative hut to export.

Japanese neighbourhoods. The radical influence, though, always there. I worry, the hest typified hy Mr. that with these leaders, how.

The Seihu Group is doing largest Japanese employer in the won out with the carrot of its have to open our doors to in of art right inside one of ment in the French daily U.S. with over 5,000 employees, U.S. operations. Most of them added with the stations.

Seiji Tsutsumi.

tha potential for import

the quelly and standard of our stove nd a key position in the Mittal H ast extend but services far outside the Groud We are to giving you advice in project financing, medium-term Gnancing an security investment, as well as normal commercial banking, in the area where those Japanese industrial activities are concerned. Needlejs to say, our services are backed up by a thorough research capitbility, a worldwide network and, above all, the best of personnel to cope with any project anywhere. ;

Capital Funds ber 30, 1977; US\$1=¥265.45 as of Septen

facturing-for now. One quartered in Manhattan). the job of developing an inter- provided new perspectives on for 41 per cent. of Seibu's dir reason, he explains, is the need On his way to becoming head niecemeal (however success the contemporary environment, imports, which rose to ab

reason, he explains, is the need On his way to becoming head piecemeal (however success-to develop a more "balanced" of the International Trade fully). Mr. Harada aims to make one provided new perspectives on for 41 per cent of Seibis dr: the contemporary environment imports which rose to at the symmetry of the International Trade fully). Mr. Harada aims to make Seibu The experimental works at the \$70m. Last year (a teoth of the tarting), the emphasis, in U.S. director general for what was it "more systematic, more long. Seibu Theatre are also introduce sales). The hulk is in fast, tarting, the emphasis, in U.S. director general for what was it "more systematic, more long. Seibu Theatre are also introduce sales). The hulk is in fast, tarting to the in- then called the "trade promo-troduction of new-products. tion hureau"—renamed, at his replies at first; then adds: "An more exports? "No," he also aims to make Seibu stores and Peugeot cars and p matural other: TV ex- insistence, the Bureau of Trade the world market grows, so will and Seibu has pioneered town dealer for helicopter sales. porters from Japan have seen and Developmant. "That says the volume of our exports. But shomping centres. Seibu has close links with Maisushita and other: IV ex- insistence, the Bureau of Trade porters from Japan have seen and Developmant. "That says their exports drop to the U.S. something about my feelings," by about 40 per cent since an Mr. Harada points ont "Two-orderly marketing agreement way trade is most essential, and took force in July; some of the that means promoting imports, shortfall can be made up in too, and development assistance domestic U.S. production, but should be a third pillar." Matsushita hopes to offset the U.S. more the Bureau of Trade the world market grows, so will and Setbu has pioneered town dealer for helicopter sates. Seibu has close links with the volume of our exports. But shooping centres. We also need halance between Mr. Tsutsumi is also keen on what we export and what we supplying essential services, (which recently invested S: bas developed his PHP theory in 1975 when he got approval prosperity—which still applies for the first new life insurance to offset the Understandably. Mr. Harada

domestic U.S. production, but should be a third pillar." Matsushita hopes to offset the Understandably, Mr. Harada loss with new products, notably now worries incessantly about the VHS video tape recorder trade relations with other system it has developed. Mr. industrialised countries. "The Harada must take credit for economic climate Is had hnt it Matsushita's success in hining must not get worse," he insists. -peace and happiness through from the Ministry of Finance volumes of textule goods in prosperity—which still applies for the first new life insurance to the fundamental policies of prosperity—which still applies for the first new life insurance to the fundamental policies of prosperity—which still applies for the U.S.) in 40 prosperity—which still applies of the U.S.) in 40 prosperity—which still applies for the U.S. in 40 Matsushita's success in lining must not get worse," he insists. up RCA, Magnavox, Sylvania, Asked how to improve it, he GE and other U.S. manufac-

turers to take Matsushita's system over Sony's Betamax system (adopted hy Zenith). Mr.

Harada estimates that Japan's MR. NOBURU GOTOH'S father friends "), says Mr. Gotoh. "We ducing projects with a maxi-VTR exports in 1978 will rise to MR. NOBURU GOTOH'S father friends "), says Mr. Gotoh. "We ducing projects with a maxiabout 800,000 from 300,000 was a Ministry of Transport are different."

ing companies.

units this year, and he claims official who refired to form The principle on which Tokyu capital). Tokyu is a "total" de-that Matsushita will take well what subsequently became claims to operate is one of veloper in that it does not

will go on sale from early 1978 In Europe, and Mr. Harada has

D.R. big department stores which thought life insurance at retail

Noburu Gotoh

mum life span (and often an

units this year, and he claims official who retired to form The principle on which Tokyu extremely slow return on that Matsushita will take well what subsequently became claims to operate is one of veloper in that it does not over half the market. Matsu-shita has the capacity to build company. Mr. Gotoh himself in other words the nriginal rail-three Japanese locations. Little known in Europe unth now, Mr. Harada introduced himself in August along with Matsushita's new VHS VTR for Railway) Mr. Gotoh has turned tourism), which are, as it were, shopping complexes which will make is a telescoped version of development department stores use with Pal and Secam colour transmission systems. The VTR use will rai and secan only be followed by nousing transmission systems. The VTR transport-property develop, the central core of the group, after a profit has started to will go on sale from early 1978 ment, recreation-oriented con. From about 1960 onwards this come. This approach genera-

higher turnovers than the mesia. Tokyu Group, but most of them nowadays consist of rather Developments in thesa and Tokyu also claims to have Mr. Gotoh not only went the loose clusters of companies with other countries around the gone as far or further than don to sign the issue agre-fairly modest interlocking Western Pacific fringe will anyone in considering local feel- but took with him the pre-fairly modest interlocking ventually contribute a substan ings when it undertakes a big of the five main operating.

companies which have run out even go into the Australian from the investment point of tion whether son will a

The bank groups work on the The second principle Mr. own resources (or from Japan- internal cohesion if the)

Noburu Gotoh.

giomerate, with annual sales of centrifugal force started to in-giomerate, with annual sales of centrifugal force started to in-stes an early cash flow which [Y1,500bn. (£700m.) and a total volve Tokyu in overseas opera-of around 243 separate operat-ling companies. The group has invested about \$150m. of its own funds rest of its investment and thus

There are other massive busi- jeets in places like Hawaii, non-profit making facilities in ness "families" in Japan with Western Australia and Indo- its projects.

fairly modest interlocking western racine minge will ings when it undertakes a big of the five main operation snareholdings and a president ventually contribute a substan-club that meets at regular tial portion of Tokyu's income. development. When the com- panies (department intervals. Tokyu, by contrast, is But the company's outward pany acquired 4,000 acres on the hotels, property domest a highly centralised group run thrust is under strict control west coast of the main island of ways, land development at personally by .Mr. Gotob from from the centre. "One rule," says Hawaii, it spent the best part ing stock). "Hardly any personally by Mr. Gotob from Mr. Gotob, "is that we will not of a year having the area sur- Europe had heard of US. his office in a 25-year-old—and Mr. Gotob, "is that we will not of a year having the area sur- Europe had heard of US. frankly unimpressive — office Basin area "Hotel or promote and then announced that every much August," says Mr. trankly unimpressive — onice is any fining stated of Facilic and then announced that every "But we hope they know" block in Shibuya, a shopping and Basin area." Hotel or property and then announced that every "But we hope they know" entertainment centre which developments in Europe would single relic on the site would little better now." End entertainment centre which be too far away and too difficult be preserved and opened to pub- shipowners, at least, should hears about the same relation- be too far away and too difficult be preserved and opened to pub- shipowners, at least, should nears about the same relation- to control and are therefore lic viewing. In the same pro- heard of Tokyu, since a maship to central Tokyo as Ken- to control and are therefore lic viewing. In the same pro- heard of Tokyu, since a maship to central Tokyo as Kensnip to central Tokyo as Ken. sington High Street does to tha City of London. Mr. Gotoh seems to be proud of the fact that he has not built a large modern atural "spheres of informatic informatic informatic informatic informatic has not built a large modern atural "spheres of informatic informati has not built a large modern natural "spheres of influence" tory. headquarters as almost every natural "spheres of influence" tory. other big Japanese company has and that the Western Pacific is a Although Mr. Gotoh sees construction division of d done in the last few years ("only apanese "sphere." He will not Tokyn as a Pacific operation The official answer to the

money do that," says an aide). already too developed for the when it comes to finance. Until more considered reply in He is also proud that Tokyo kinds of projects that Tokyu has last summer Tokyu had funded "According to the Jat-Group is not run by a bank."

principle of "kane no kireme Gotoh claims to follow is to ad- ese bank loans). But in August ship stays in the family ga en no kireme " ("When you here to high-quality develop the company made its debut on lose your money you lose your ment standards aimad at pro- the Enrobond market with a de-

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Financial Times Wednesday December 21, 1977

JAPANESE INTERNATIONAL COMPANIES VII

Japanese industry has a habit of scanning the world for business opportunities. On the next three pages, CHARLES SMITH, DOUGLAS RAMSEY and YOKO SHIBATA look at the opportunities available to Japan in some of these areas and examine how

the country's major exporters have tackled the various markets.

Latin America

NE CAN hardly talk these been advisable given the de-avs about Japan's economic creasing importance of Brazil sations with Latin America: as a market for goods made in bowever, also offering them a --only a fraction of the amount bowever, also offering them a --only a fraction of the amount are correctly, Japan deals Japan. Most companies which majority shareholding). Japan is obliged to invest in the bowever, also offering them a --only a fraction of the amount bowever, also offering them a --only a fraction of the amount bowever, also offering them a --only a fraction of the amount bowever, also offering them a --only a fraction of the amount bowever, also offering them a --only a fraction of the amount bowever, also offering them a --only a fraction of the amount bowever, also offering them a --only a fraction of the amount bowever, also offering them a --only a fraction of the amount bowever, also offering them a --only a fraction of the amount bowever, also offering them a --only a fraction of the amount bowever, also offering them a --only a fraction of the amount bowever, also offering them a --only a fraction of the amount bowever, also offering them a --only a fraction of the amount bowever, also offering them a --only a fraction of the amount bowever, also offering them a --only a fraction of the amount bowever, also offering them a --only a fraction of the amount bowever, also offering them a --only a fraction of the amount there are plans by manufactur-has examarked \$50m, to belp year Brazilis made a fourmas on the drawing-board, and there are plans by manufactur-ing companies to go into joint ventures to produce for the domestic market. Some 45 produce for the domestic market. Some 45 produce for the domestic market. Some 45 produce to with for molecular country's mineral stations does not rule out a station in the stati took \$1.4bn, worth of industries. Second was Brazil's manese goods, but by 1976 resources: the country's mineral meres import restrictions had deposits and food potential were m

is pulled out or stopped in- investment dried up overnight. buge trade deficit in 1977 and and no new cases of investment drieds on incoming equity sing in Brazil in the past year In September, 1976, Japan and dwindling foreign reserves, it were authorised by Japan's Min-buys almost none of its oil attention of the past year in September, 1976, Japan and dwindling foreign reserves, it were authorised by Japan's Min-buys almost none of its oil from Venezuela, it has been the plast March, however, Japan in Brazil During the State visit ing start. Moreover, markets bring foreign companies more plast March, bowever, Japan in Brazil During the State visit ing start. Moreover, markets bring foreign companies more preserved of President Geisel to Tokyo, for steel and aluminium are under its control after 1975, and Indonesia. Nevertheless, Venez-nals was the one bright spot for mes pulling out is only a eral joint resource projects furnaces are working at less in 1977 than put in. They done who will stay which would entail over \$2bn, than \$0 per cent, of capacity. Argentina, too, has ceased to trade for under a spon in the project state working at less in 1977 than put in.

The paradox of Brazil's share due mainly to Brazilia's relict. Similar could be interined for more trade with and investment from, Japan. But investment for a steel project is now running called a balt to new resource political conditions and this investment for a steel project is now running called a balt to new resource political conditions and this investment in the region. In Toronet a steel project is now running called a balt to new resource political conditions and this investment in the region. In Toronet a steel project is now running called a balt to new resource political conditions and this investment in the region. In Toronet a steel project is now running called a balt for investment of large a balt on the project is not steel project is now running called a balt to new resource political conditions and this investment in the region. In Toronet and the Japan's largest foreign subinterpreter in the region. In Japanese company (represent. Japan's largest foreign sub-By contrast, businessmen 1876, Brazil accounted for 48 log 14 Japanese backers) and sidiaries is Usimines, the joint see plenty of reom to expand for cent. of new approved Italy's Finsider share 49 per steelmaking company in which investment in Mexico, a country

ere was true. Last year alone is, paying for resource develop-and the same time as exports to the region ment. with export earnings. Is a whole rose 25 per cent. Is a measures to reduce imports, ment. introduced draconian result, been forced to rethink and the major planned source is panies to finance resource is panies to finance resource is pulled out or stopped in-investment dried up overnight. Is September, 1976, Japan and Is September, 1976, Japan and windling foreign reserves, it is the second largest portion of its office 25 per cent. Is the companies panies of finance investment dried up overnight. Is the past year in the past year in September, 1976, Japan and windling foreign reserves, it is the parts in 1978. The

whoo of those who will stay which would entail over \$2bn, than 80 per cent, of capacity. Argentina, too, has ceased to trade surplus of over \$500m

The paradox of Brazil's share due mainly to Brasilla's reluct. Simultaneonsly (as initially called for more trade with, and way, inter the same to astmated for more trade with, and way, inter the same to astmate for more trade with, and way, inter the same to astmate for more trade with, and way, inter the same to astmate for more trade with, and way, inter the same to astmate for more trade with, and way, inter the same to astmate for more trade with, and way, inter the same to astmate for more trade with, and way, inter the same to astmate for more trade with astimate to the same to astmate for more trade with and the formation of the same to astmate formation and the same to astmate formation of the same to astmat

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which would entail over \$200. than 80 per cent. of capacity. Argentina, too, has ceased to trade surplus of over \$500. There are indications, more- worth of Japanese finance by So delays on the Brazilian pro- be an important trading part with that country. Exports is attractive opportunities des a the virtual halt in import seas economic co-operation fund Japanese steel made in Japan. Foreign ex- ballooned 57 per cent. in 1976 a type, Fuji Electric and rp have both set up elec. The sease companies will put up sease steel made in Brazil. \$233m. in 1976. The perfor- apparently shelved plans to private companies will put up dependent of the equity capital Similarly, Japan is building an mance in 1977 will have been invest in a major aluminium the Albras aluminium smelter at Asahan in better due to larga machinery project in Venezuela because of

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restment, and by March, 1977, cent. of the Tubarao capital, Japanese companies (ied by which has maintained political a commity had \$1.8bn. worth while the Brazilian State com. Nippon Steel) and the OECF stability and steady growth in suistanding investment from pany, Skierbras bolds the together bold 18.6S per cent of its trade with Japan-on the ex-na-54 per cent of the Latin majority stake. Again, most of the shares. The complex now port as well as import side. In the delays are directly ascribed produces 2.4m. tons a year, but December, the two countries the delays are directly ascribed with the Brazilian Countries in Marine First

What is surprising is that to Brazil's inability to come up the Brazilian Government is exchanged notes in Mexico City teament has not been re- with its foreign exchange obli- keen to expand the complex to aimed at preparing the ground red as much as might bave gations (which Siderbras any- 3.5m. tons capacity before 1980. for direct sale of Mexican oil

Canada

E BANK at the other end of coal stand to lose heavily if but which now faces strong involving some minor redesign spectrum from the New Japanese steel exports have to competition from a remarkably ing of CANDU to meet specific aders as far as treatment be cut back as a result of pres similar aircraft manufactured Japanese requirements, will fol-Japan is concerned," says sure by the U.S. or Europe. (In by Kawasaki Heavy Industries. low next year and the two sides Canadiao Ambassador in fact Japan's' purchases of Another case involves an Im- are already starting to consider W. Mr. Bruce Rankin. Canadian coking coal fell this proved version of the cobait prime contractors for construcare using unralated year anyway and will probably bomb devalopad as a cancer tion of the first reactor com-

results of the tests.

hey are using unralated year anyway and will probably bomb devaloped as a cancer tion of the first reactor com-tes [io other words the fall again io 1978 because the cure by Atomie Energy of plex. Another area where Canada tel lo exclude Japan from Japanese steel industry is Canada. The Canadians have 200 mile New Zealand already in serioua difficulties; two coef in order to get Canada also depends beavily on of Health and Welfare that be-ter terms for their exports, the Japanese market for zind fore arders can be placed in have not made any threats (currently extremely slack) and Japan the cobalt bomb must be the are saying that we will dependence tends lo tie at Canadian expense in a Japa-tw are saying that we will dependence tends lo tie at Canadia nergense in a Japa-thy kind." All the same tiations with Japan, or at least Ministry, where a minimum of the for agricultural and trade partners. the Ministry will then take a to dependences. the Ministry will then take a the development of technology for heiling the the development of technology for heiling the

stry products) to the

Australians and others the worried that their import liberalisation pro-me which Japan is under-the the field of agricultural increase in the share of fully the share of fully the share is cur-the share is cur-

of just how much Canada tunity for foreign bidders. negotiations. I stand to lose from the Canada is also interested in sell. There are so Find to lose from the Canada is interested of and in Canada Japan economic rela-The Japanese economic ing STOL (short take off and in Canada Japan economic rela-The Japanese seem to prefer that might follow from landing) aircraft

which is dictated by the which scoops up water from the bave entered the second phase, of its other Panific trading of operations in Japanese sea or a lake and then dumps it which involves studying partners.

on forest fires) which Japan methods of making the reactor on forest fires) which Japan methods of making the reactor exporters of coking was on the "verge of buying" earthquake-proof. Phase three,

In the field of agricultural of technology for boiling the

be global not bilateral. The reason why the Canadians some products which come into the up total lumping forest products under the up total lumping forest products under the basance on canadian exports to dapan. The trade is running com-^{4 is} that the balance on trai trade is running com-the io Canada's favour. In Canada exported Canada considers that it could Canada exported Canada considers that it could Canada exported Canada considers that it could Canada considers that it could Canada considers that it could Geneva next year. Classing producer of a few highly taking SCan.1.5bn. in sophisticated telecontraunica-is oot the nub of the Canada stance is an aware-so as to provide a fair copor-to be covered by the GATT claimed to be the "blocest ovar. than stance is an aware so as to provide a fair opport to be covered by the GATT claimed to be the "biggest overseas market for Japanese goods

There are some bright spots in per capita terms." tions. It is now virtually certain talking about Canada's esports tions. It is now virtually certain talking about Canada's exports the war. Jspan is Canada's Tha Canadians. like most that Japan will order a CANDU of raw materials where the diargest market (although other industrialised nations, heavy water reador from issue which they stress is the need for "reliable supplies." I Japan's suppliers) and twe experiences in trying to will follow after the first has the resulting communications are considerably less than ideal to Japan's for case involved the De Havilland chase have now pasted the second phase, of its other than those between Japan and some which is dictated by the which scoops up water from the bailty studes and the second phase, of its other Pacific trading trading the second phase.

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CORPORATE ESTABLISHMENT

In a land that most nverseas businessmen call inscrutable, establishing a corporate image is an almost insurmnuntable task. Nevertheless, nnt a few pressions and well-known enterprises from around the world have taken the trouble to work methodically in this environment in an effort to penetrate the core of the Japanese business world.



BRAND LMAGE In spite of the fact that nobody in Japan officially accepts it, well-known brands and prestige-carrying names on not have really much nf a problem in establishing their image. But there

BIGGER DEMAND

A scene in a Japanese department store is something that will impress even the most. widely traveled and experienced retail expert. The biggest establishment in Tokyo,

for example, nets three

times as much as New. York's Macy's and there

are, of course, millions

attract any new demand created thanks to an

1

effective advertising.

of other stores and empodums that vie to

a provide in establishing their image, but there is also a plethora of not so widely spread brands, or specialized equipment and services, that need to make their identity clear in a market where thousands of quality brands compete for the purse of the consumer.



Japan's Total Economic Information System The Nihon Keizai Shimbun, Inc. 1-9-5 Otemachi, Chiyode-ku, Tokyo 100, Japan Tel. (03) 270-0251 Cable: NiHONKEIZAI TOKYO Talex: NiKKEI J22308 J24798 den Officer The Financial Times Bidg., 10 Gannon Street, London, EC4P 4BY, England Tel: 248-7694



BUSINESS RELATIONS Business relations in Japan is something that requires an ample supply of namecards in Japanese, an able interpreter constantly on your side, a team of secretaries and business assistants and much, much patience. Nnt every international businessman agrees that he would like to go everyday through such a hassle, but advertising a definitely smooths tha way.



MARKET PENETRATION And of course, not every product can penetrate as deeply as the most successful. Their success is, thanks to a systematic and aggressive but is, thanks to a systematic and aggressive but also patient way, aiming at conquering the hearts and pockets of the affluent Japanese consumers. None of these supertargets can be achieved without the help of a first-class, highefficiency advertising medium like Japan's only economic newspaper, the Nihon Keizai Shimbun, and its associated publications. Just give it a thought!

Financial Times Wednesday December 21 1977

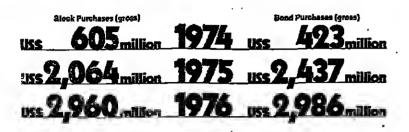
JAPANESE INTERNATIONAL COMPANIES VIII

estment climate 0.0

It keeps getting better.

20

And that's not our opinion alone. Teke a look at these tables showing total foreigners' investments in Japanese stocks and bonds over the past three years:



Even more amazing, all that growth took place during a period of worldwide economic uncertainty. The importance of Tokyo es an international capital market and the yen as an international currency won further recognition in 1976 with the offering of six issues of yen-denominated bonds by foreign governments and international organizations.

Let Nikko introduce you to this climate.

If you are responsible for investment management of sizeable funds, explore the advantages of the Japanese securities market. And better yet, explore the advantages of dealing with Nikko. Our operations are supported by the full resources of the Nikko Research Center, one of the most sophisticated investment and economic research centers in the world. The scale of our investment management experience and the degree of investor confidence we enjoy can be seen in \$2,967 million net assets of Nikko Investment Trust alone. For further information on the Japanese market, contact your local Nikko representetive below.

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South East Asia

JAPANESE COMPANIES by and large earn more or investments in south-cas than anywhere else over survey by the Ministry ternational Trade and In (Miti) released in 1976 the average rate of retu capital invested in foreig duction subsidiaries to per cent overall, but cent. in South-East Asia. textile sector, dividend reckoned to be higher th per cent. (though these may bave coma down recession). But the over ing conclusion is that and it explains, in part. the importance which other Asian

JAPAN A	ND ASE	AN			
Imports from Japan (1976)	tadanasia \$1.6bn.	Philippines \$966m.	Malaysia \$828m.	Siagapore \$1.6bn.	Thaliand \$1bn.
Exports to Japan (1976)	Ş4bn.	\$622m.	\$1.1bn.	\$668m.	\$848m
Total exports (1976)	\$8.5hn.	\$2.5bn.	\$5.3bn.	\$6.6bn.	\$3bn.
Per capita GNP (1976)	\$240	\$410	\$860	\$2,700	\$380
Japanese official development assistance, 1960-75	\$1.3bn.	\$717m	\$158m.	\$45m.	\$166m
Japanese residents (at October, 1976) (persons)	5,343	8,352	2,439	4,821	5,936
Outstanding Japanese investment (at March, 1977, approved)	\$2.7bn.	\$354m.	\$356m.	\$305m.	\$228m

has got more than it pound of Sources: Ministry of Foreign Affairs, except total exports and per capita GNP figures supplied by flesh out of South-East Asia, Asian Development Bank; outstanding investment figures supplied by Ministry of Finance.

couotries attach to more equitable relations with Japan. A fair deal is what the Association of South East Asiao ceot of the cases, with close to way Japanese companies do case in point, and the bulk of dustries to get out of ci Nations (ASEAN) asked from Prime Minister Takeo Fukuda the Japanese parent company. not met with some controversy Japan in South East Asia bas sophisticated ones. when he went to the ASEAN Japan's equity stake and re- Although Mr. Fukuda did not gone into this sector, resulting Most companies when be went to the ASEAN summit in Kuala Lumpur last turn oo investment both spell have to face snarling mobs, pres. in an estimated 100,000 new August. He pledged, in return, a very substantial benefit to the sures from bost countries were jobs directly ascribed some \$1bn. in assistance to the host country as well, though brought to bear. In the Philip. Japanese ownership. some \$1bn. in assistance to the figures are hard to come by, pines, for instance, Japan was region's joint development pro-figures are hard to come by, pines, for instance, Japan was jects: urea plants in Indonesia Southeast Asia is the prime tar-chided in a public government and Malaysia, a superphosphate get for Japanese investment, statement for failing to honour Presence plant io the Philippines, a soda and bence, aid. About 56 per business contracts-notably to ash plant in Thailand and a cent. of Japan's development reduce its purchases of Philip. If the Japanese company markets, diesel engine factory in Singa- assistance now goes to ASEAN pine copper coocentrate. The presence in Southeast Asia has Accord pore. The \$1bn. will be dis. countries, and the dollar volume Manila statement, moreover, oot generated more resentment, Takakura. director of the E bursed as and when ASEAN of aid is bound to grow rapidly ecboed charges of "exploitatioo" it is probably because Japanese bank research institute on agrees on details for the pro- if Japan achieves the promised jects, only one of which has doubling of its overall aid

although the promise of soft Pledges finance for almost 75 per cent. of the expected cost was well

received by ASEAN, it may take years to percolate down from Japanese lending agencies. Mr. Fukuda's trip, howaver, marked a definite improvement when he visited in 1974.

their Southeast Asian ventures. Saudi Arabia's reinctance to client for most of ASEAN. The As a result, experts say nearly invest. 50 per cent. of the "Japanese" . At t

companies in Southeast Asia are invested about \$5.50n, in other by contrast, Asian countries. Indonesia reminority-beld; Japanese companies to Latin mains by far the most important

centre of Japanese investment -accounting for almost 14 per cent. of Japan's entire overseas investment (\$2.7bn.). South Korea takes second place with about \$700m, in outstanding Japanese investment, whila the four ASEAN countries besides Indonesia each account from between \$300m. and \$400m. of accumulated Japanese investment. In 1976 South East Asia continued to be a major recipientof new capital from Japan; the \$1.25bn. pumped joto the regioo was fully 36 per ceot. of all foreign iovestment by Japanese companies and government last year. Of this, however, tha lico's share (\$800m.) flowed into resource projects—and ootably the Asahan aluminium project in Indooesia, while ooiy \$282m. was put ioto maoufacturing industry. 5till, one in every \$2.5 invested by Japanese companies In overseas production plants bas gone to Asian countries, so

America are estimated to bava ASEAN can bardly complain. Japanese industries no longer with most Asean countries, minority stakes in only 30 per Which is oot to say that the able to compete; textiles are a (b) they force Japanese 50 per cent, wholly-owned by business in 50nth East Asia bas oew prodoctive investment by labour industries and into 1

pine copper coocentrate. The presence in Southeast Asia has which were felt though not companies have largely used seas investment, "an inc necessarily put in print at other the region as an export base, ingly worrisome problem is

Thailand, Japanese companies domestic markets since there is which are undarmining do have got embroiled in a series of no local competition; but much tic producers." He reckom

region, too, will be the first to At the last count Japan had gain from the disbanding, of diaries tend to purchase more

Asean. Naturally, Japanese subsi-



from Japan and so some (i: all) of the re-exports are o The same survey by ' estimated that 50 per cen the purchases by overseas idiaries were made in J: with 40 per cent placed it post country. In the cas transport equipment, for stance, the "made in Ja portion is a much bigher 6: :ent

By 1977, bowever, the mport into Japan of goods inced by Japanese comp abroad has become a proble exacerbated, furthermore the steep appreciation of yen against most South Asian currencies. Most ex believe that these reimport good because (a) they correct Japan's trade su

Most companies which

lovested in South-East have dooe so for just 1 reasons. But now there app to be growing concern b Japan that Japanese comp have perbaps invested too r in 5outh-East Asiao jobs

already been the subject of a spending in the next five years, stops during Mr. Fukuda'a Japanese appliaoces, cars and rise in products reimpt detailed feasibility study. Thus, August ASEAN tour. In motorbikes bave flooded from overseas subsidi

Japan's aid pledges to the industrial disputes in which of what Japan makes in the rest long-term effects are favour region, of course, ara not self. Japanese resideot managers of Asia is re-exported—some- and that Japan can do little less. Japan depends on ASEAN were charged with provoking times to the West, and some reverse the flow. Little, the for about 15 per cent, of its workers to strike. In Jakarta, times back to Japan. According except for investing less total imports; what's more meantime, Mr. Fukuda's official to a 1975 survey on the regional far, no such trend is appa some 40 per cent of all imports reception was relatively wayn distribution of sales by Japan's despite the steady tightenin in economic relations with are shipped through the region but some observers pointed, mt. foreign subsidiaries in Asia, investment rules in most A Southeast Asia. An earlier via the Straits of Malacca-in-that Japanese companies have 53 per cent of manufactured countries of late. To a h prime minister, Mr. Kakuei cluding 80 per cent of Ispan's here among the most deale goods are sold in the back ountries of late. To a h

to

since then, local trues Japan and Indonesia this year. By and large, though, South Japan. There are dimerences only to make up for whar Japanese present of the state of the s wood, paper and pulp. equitable partnership

D.]

cluding 80 per cent. of Japan's been among the most docke goods are sold in the bost extent. Japanese companies Tanaka, faced riots in the region oil supplies. One of the key about paying bribes to win con- country; 20.5 per cent. in third doomed to continued in when he visited in 1974. Since then, local rules Japan and Indonesia this year, By and large, though, South Japan. There are differences only to make up for what Japan.

3 MEANS BUSINESS



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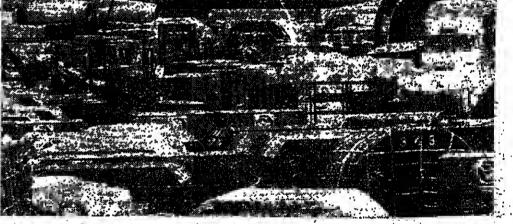
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Japanese goods awaiting export from Haneda Airport.

The Middle East

THE PANIC displayed by Japa- and \$12bn. in 1976. In order appreciation of the yeo (coupled and oil refinery, a fertil nese business at the news of a to reduce these deficits (and with noncertainty about where plant and a thermal pr fire at a Saudi Arabian oil well to deflect demands for "orderly the rate is going to go next) has station. last May revealed Japan's sense exporting " from other parts posed problems for plant ex- So far ooly \$500m. of it of its vulnerability to a cut in of the world) Japan bas been porters and produced a sharp amount has been disbursed energy supplies. Japan is more engaged in an all-out effort to fail in the oumher of contracts the fertiliser plant and these

dependent on imported oil than increase its exports to the signed in recent munits. MITI power station (both of will any other industrial nation, with region. It has been highly has responded to this situation are to be constructed any other industrial nation, with region. It has been indeed its by scaling down its global plant are to be constructed 90 per ceot. of its energy com- successful io this, indeed its by scaling down its global plant Mitsubishi Heavy Industrie 90 per ceot of its energy com successful to this, indeed its by scaling south a global plant. Mitsubishi Heavy industry ing from this source and with Middle East exports earnings export target for the fiscal year In Iran the Mitsui group energy-related products account- bave grown faster than those to \$9hn.\$10bn. from the original currently involved in const ing for 44 per cect of total from any other region, by 37.7 target of \$15bn, imports. per cent in 1975 and by 24.6 In the mean

Of Japan's total energy-rela- per cent. (to \$7.2bn.) in fiscal Government organisation con- 300,000 tons per year (the ted imports, the Middle East 1976.

was responsible for 65 per cent. last year. It was also, collec-the share of the Middle East posed that Japan should show of Y280bn, to Y550bn.). tively, the biggest overseas sup-in total Japanese exports had greater willingness to under-olier to Japan, accounting for reached 10.2 per cent/ by the take turnkey contracts, should in fiscal year 1976. Oo a country-by-country basis, Saudi Arabia Japan is oow the second largest consider the formation of inter-iast year ranked as Japan's unable to all most of the second largest consider the formation of inter-tional export consortia with last year ranked as Japan's supplier to all major Middle oational export consortia with second biggest supplier after East oil producers except Irao surplus labour countries such the U.S. (with \$8.3bn.worth of (where it ranks third after the as Korea, Pakistan, India, and exports). Iran took fourth U.S. and the U.K.). Its exports Japan to an ada efforts to piace (\$4.8bn.) while the United include steel place (\$4.8bn.) while the United include steel (\$1.5bn.-worth Japan has mada efforts to of the plant's output, sough Arab Emirates and Kuwait last year) cars (\$4.1bn.-worth, provide economic and technical three year postponement of

io 1976 (on from 95.3 per cent. \$2.9bn. in fiscal 1976. in 1975). The increase was doe in part to the higher price of

crude oil and partly to rising Stress imports of liquified petroleum

gas and other products. At the The Miristry of International same time. Japan's imports Trade and Industry has placed partly because Iraq has tended in knots in efforts to solid from non-oll producing Middle heavy stess on plant exports, to ask for credit to purchase relations with leading Midd East countries fell by 10.3 per partiy because of the high equipment from Japan rather East nil producers. An attem cent. between 1976 and 1977. added value element when com. than for Japanese involvement to units some of the knots w Japan's heavy dependence on the high equipment in the new Foreit Janan's heavy dependence on pared with steel or ships. As a in risky national development be made by the new Fore Middle East oil has resulted in means of stimulating exports it projects. Japan has promised Minister, Mr. Sunao Song chronic trade deficits with the introduced a bond insurance \$2bn, worth of credits to Iraq region, amounting to \$12.4bn scheme (valid from last to supply equipment for a lo fiscal 1974, \$10.5bn in 1975, October). However, the sharp liquided petroleum gas plant

per cent in 1975 and hy 24.6 In the meantime a semi- with an ethylene capacity

ranked seventh and ninth among and up 66 per tent. on the assistance to the Middle East project last year after cond Japan's suppliers (with exports previous year) testiles (\$670m.) but has so far not achieved ing that it would stand to h of \$2.5bn, and \$1,99bi, respec-aod ships (\$360h). In addi- much success in this field, By some \$500m, per year for tively). Eval modest accounted for tion to these inditional items the end of 1976 it had signed years if a start were made Fuel products accounted for plant exports have grown with economic and technological 1977. The issue has share were split a start a start were split a start were split a start were split a start were split a start a start a start were split a start a start were split a start a start a start a start were split a start
partly because Japan takes a pation. favourable view of Iraql

ted imports, the Middle East 1976. was responsible for 65 per cent. As a result of this sale drive, Middle East exports has pro- wards from the initial estimated project's viability because of lack of a sizeable do

market, Mitsubishi, which w be responsible for distribu

Qatar. Of the four, the commit- to secure a go-abead of the P. ments to Iraq are the heaviest, ject with Government partice

The Saodi Arabian sche development prospects and an example of Japan tying its when he visits the region he year

Yoko Shiba

Til in fight

Financial Times Wednesday December 21 1977 JAPANESE INTERNATIONAL COMPANIES IX

Australia

AUSTRALIA IS out of line tralia for problems within the lost by strikes or other inter- was good news but left un with other developed countries Japanese sugar industry which ruptions. This is one reason touched another problem that in the relations with Japan - are basically of Japan's own wby Australian exports to interests and concerns Ausand proud of the fact. Its new making.

1976 were worth \$5.4bn to become critically overloaded tween the two Prime Ministers or the hare minimum needed to hinst imports from Japan of with raw materials stocks. Dur-followed after which a further give Jepan "a seat at the table." Australia, unlike in ex-been already operating at mini-sulted in Japan raising its beef ment, at least, hopes for some mum levels and Australian pro-import quota from 40,000 to thing more positive in future. The industrial trying to make no shipments period starting in October This our is internetionally uncom-

entive. It can hardly hope be happy with its position as supplier of half of Japan's in ore, half its coal, 80 per m. of its wool and 100 per int of its alumina imports. If here is one thing more Austimita would like from Japan if investment in the upgrading processing of some of these or raw materials. Such inments would need to be need by a surplus on Japan'a rent account, which is why is logical for Australia to

libough relations 810 hadly barmonious there have. course, been problems. The ost dramatic of these invotved ipan's attempt to extricate elf from a long-term fixeddee sugar contract which had on negotiated substantially low the world market price 1974 but turned out to be mhlbitively expensive to Japan then the world price plunged 2 1975-76. The sugar warport-lived but very intense as ir. Menedue describes it sted through the whole of last ammer and autumn. It was rought to a conclusion in btober with a highly complex empromise agreement which induced the price but committed Sapan to continue buying sugar after the end of the previous stract periud.

conflict seem to be gradually dying down although the Aus-

Japan will show e fell this tralia-the fact that its prime dor to Tokyo, 41-year. Emotions will probably be year for the first time in many chilled beef selis to Japanese M. Mr. John Menadue, told a controlled rather better next years-probably running mar bousewivee at roughly 10 times inclusion in the second Japan for exercising caution cate task of requesting Austra- Like New Zealand, Australia Australia relations, as the Aus at japan for exercising caution cate task of requesting Austra-in glimulating its economy... for are we — unlike some other ments to Japan below the mini-mum levels stipulated in their mum levels stipulated in their for reason why Australia and sover backwards not to beer are beginning to criti-ments to reduce their ship. Tho reason why Australia and transactions." Interval transactio themselves) is that the the downward margin is going sent officials to Tokyo to negoti-is the downward margin is going sent officials to Tokyo to negoti-is the downward margin is going sent officials to Tokyo to negoti-is the downward margin is going sent officials to Tokyo to negoti-is the downward margin is going sent officials to Tokyo to negoti-little too low profile, the emphasis has been on acquiring rently opereting at around 60 were "distinctly unhelpful." An material production ventures complying the Japanese market Anstralian exports to Japan per cent of capacity) are not exchange of correspondence be-supplying the Japanese market 1976 were worth \$5.4bn to become critically overloaded tween the two Prime Ministers or the hare minimum needed to

trying to make np shipments period starting in Octoher. This

Solutions

How "sogo shosha" help expedite world trade.

فكذا فنالاجل

21

Synergy-the augmented strength of systems, which is greater than the added total of its individual units, just as the tensile strength of a traditional waistband of a Japanese kimono is greater than the sum of the strengths of its separate strands.

Sogo shosha-Japanese general trading companies, traders who do more than trade.

Nissho-Iwai, drawing upon its many years of experience masters the complex procedures of foreign trade in every imaginable product line. We work through a network of 160 overseas offices and a sophisticated electronic communications system.

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t details contact Simon Timmis or Nobuko Hashimoto at the Financial Times in London, tel: 01-248 8000, Misashiro at the Financial Times in Tokyo; tel: 253 4050. at the Financial Times in London; tel: 01-248 8000,

LANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER ent and publication datee of Surveya in the Financial are subject to change at the discretion of the Editor. economic zones. Giving in to New Zealand's ultimatum would set up a precedent which could bardly have failed to be noticed by other trade partners of Japan, many of whom are unr-turing their own grouses, Japan was clearly not about to .do this and Mr. Muldoon has prob-ebly gained little mileage (ex-cept possibly with his own elec-torate) by his attempted tough-

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الارتجاز فيتحافظ المجامعين والا

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JAPANESE INTERNATIONAL COMPANIES X

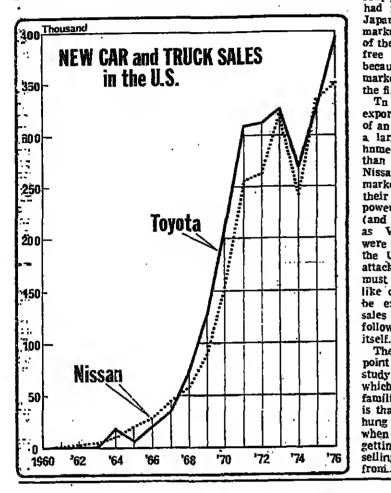
A story of success in the U.S.

EXPORT SUCCESS stories are contribution to reducing the lessons for other exporters or progressive decline in its U.S. dominant in the U.S. import out of fashion in Japan these Japanese balance of payments would be exporters are ques sales which left it with an market but it had double the days. Indeed the Japanese surplus has been talking point tions to which the rest of this almost zero share of the market Beetle's horse power. Hence the industry, which is in Tokyo recently (although article attempts to provide by around 1961 (and soaked up fact - implies Toyota - that mötnr possibly the biggest export the motor manufacturers them- some answers.

slory nf all, has selves have not had too much The most obvinus answer to had sunk into its American Corona was comfortably outrecently come under attack to say on the subject). How the the question of why Japanese sales company). fom other less fortunately industry gained its formidable car exporters are so successful placed industries for allegedly position in world markets in the is that the industry itself is (after an initially abortive Japanese car export story comes forcing up the yen" by its first place is a question which overwhelmingly strong. Econo- attempt to enter the market under the heading of marketing recent. (Car exports will he up but which is well worth con- have produced higher levels of butors who failed the stack ent elements. Toyota was the nverseas

22

after a 40 per cent. climo in The classic case in export motor industry than anywhere an elective sales campaight. C.S. to use iv advertising 1976 and the motor manufac- achievement by Japanese motor else in the world (even includ-lifters have yet in complain maoufacturers is the U.S. ing West Germany, probably that their products are being market, where Toyota, Nissan the closest runner up in mass both companies came around sales campaignt, d.S. to use iv advertising both companies came around sales campaignt. C.S. to use iv advertising both companies came around sales campaignt. C.S. to use iv advertising that their products are being market, where Toyota, Nissan the closest runner up in mass both companies came around sales campaign and induced its



most of the \$2m. of capital it within six or seven years the

selling the Beetle. Nissan did slightly better The third element in the sales tends to receive less attention mies of scale and automatinn through two American distri- and includes a variety of differebout 12 per cent, this year sidering. after a 40 per cent, climb in The classic case of export motor industry than anywhere an effective sales campaign). U.S. to use TV advertising 1976 and the motor manufac achievement by Japanese motor cleater the world three thr both companies came around sales campaign and induced its brain the total of the shotaro entirely American staffed (two to get parts to the dealers a

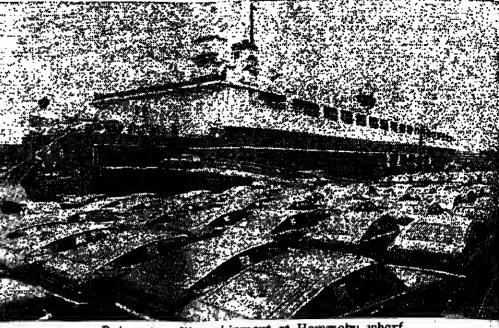
Practice

of an inevitable outgrowth from sell its Toyopet model to the when the distributors failed to a large and heavily protected Americans which was under perform satisfactorily.) "From In the early days of building dollars of the Mid-West distri-hume market is, huwever, less pnwered and over-priced by cur- the start," says Mr. Kawazoe, up their markets Toyota and intorship which Toyota had sea"). A second reason is the than adequate. Toyota and rent U.S. standards. It was who ran Nissan's operations in Nissan both resorted to the allocated to an independent U.S. surression of price infrares

call on them to help ont when it ran into difficulties with over-stocking of particular models the civil suits which foreign car doing it." he says.

d we live ir

Point four in the combined Another feature of Nissan's setting a sales target and stick- motor industry is less likely. point which may sound wearisomely same car) and a range of staff relations. Both companies in the do husiness in the dom husines in the dom husiness in the dom hus which may sound wearisomely same car) and a range of staff relations. Both companies introduction of the sapanese flatting of personal persona personal personal personal personal personal personal pers is that Toyota and Nissan both gear change and air condition- a country whose business washi) between middle mana, Nissan's success. hung on grimly in the early '60s ing which were available only as methods were totally different gers before the taking of top; were neither inferior nor learned by mistakes) will no when their efforts seemed to be extras on other imported cars, to those of Japan and both were level management decisions, superior to others, though we doubt continue to be applied when their energy seemed to be extras on other imported cars, to chose in each and over were nanagement decisions, superior to others, model we donot, continue to be applied getting nowhere. Toyota started The 1965 Corona was priced at successful in working out a American management decisions, superior to others, model we donot, continue to be applied getting nowhere. Toyota started The 1965 Corona was priced at successful in working out a American management decisions, superior to others, model we donot, continue to be applied getting nowhere. Toyota started The 1965 Corona was priced at successful in working out a American management decisions, superior to others, model on sale for seven the donot, so the past 15 years have formed ving the same model on sale for the formed ving the same model on sale for the overwhelding majority of too long." (a reference to what the overwhelding majority of too long." (a reference to what



Datsuns quaiting shipment at Hommoku wharf.

For Toyota it was possibly Nissan's U.S. management staff) Nissan feels was the excessive easier to run a largely took in this system, Mr. Kawazoe long run of the Volkswage American-style sales operation says, and "it saved us a good Beetle). than for Nissan, for the simple many custly mistakes." Another basic mistake whi

reason that the men at the head ... Both Nissan and Toyota's U.S. Nissan and Toyota avoided we of Toyota Motor Sales Com- operations are to-day almost running out of parts. Failur priced out of world markets by and Honda oow rank first, market small car production the higher exchange rate.) second and third respectively technology. It can be argued industry will deliberately show they gat there, and whether an not the motor among forcign car imports. How industry will deliberately show they gat there, and whether an ever bave achiaved their current productivity ratings if they dawn its sales next year as a nut their success holds out any first function. Thousand the free run of Japan's buge domestic car market in the formative period. Both Nissan and Toyota a convinced that life is going t

market in the formative period of their development and that a free run was only possible because the Japanese car market was beavily protected in the fifties and early sixties. Th cxplain the industry's EXDOT success entirely in test of a foreign American companies but then gat far tougher in the Amer can market from now on. On reason for this is the laune An instance of the U.S. manage-ment taking responsibility for tion of highly competitive and a major decision was the buying compact ". models by the U

than adequate. Toyota and rent U.S. standards. It was Nissan both attacked the U.S. market in the late fifties when this model (which, however, was their international competitive simultaneously having a major power was still extremely weak success in Japan's own domeatic (and when other exporters such as Volkswagen and Renault only trucks and "Ranger" type the U.S.). The fact that the utcess. The Corona model, which the market is succeeded against what were tubling odds has to to being the top foreign car like overwhelming odds has to to being the top foreign car like overwhelming odds has to to being the top foreign car the utcess is that both companies aimed to be porters weat attack succeeded against what went tube and started Toyota, in its road like overwhelming odds has to to being the top foreign car

limits to the share of the US.

which had to be "pushed" at the exporters face almost con- Mr. Kawazoe, although an en- market they could reasonable retail level.

Tn explain the industry's for the tastes of a foreign American companies but then export success entirely in terms market. Toyota initially tried to had to buy some of them back of an inevitable outgrowth from sell its Toyopet model to the when the distributors failed to

be explained in part by the export to the U.S., was designed sales tactics the two companies specifically to meet American followed in the U.S. market needs. It had a motor which would have been too poweriul

The first and most obvious for Japanese roads (1,900 cc retail level. point which emerges from a against the 1,600 cc engine in

Ruilding tor the wor

Toyota versus the accident dilemma

As long as there are cars on the road there will be accidents. It's unfortunate, but true. And while we cannot prevent accidents entirely, there is much that we can do. Building cars which maximize passenger safety and minimize potential vehicle damage are the on-going objectives at Toyota for all Toyota automobiles.

Some five years ago we initiated our Experimental Safety Vehicle

program specifically to help engineers continue their research on traffic safety. So far, S6 million has been invested in the project and over a hundred ESV's have been produced.

The Energy Absorption body, frame and bumper system of the, ESV's can withstand the impact of a frontal collision up to 80 km/h. Occupants are protected by a cas bag which is triggered by a Radar

Sensor Computer to inflate prior to collision. To assist the driver in emergency braking situations, an Electronic Skid Control System prevents lataral drift on slippery or. unstable road surfaces.

Road tests continued and the ESV's have proved their life-saving value in head-on and rear-end collisions, side-swipes and roll-overs. This research has contributed immeasurably to the

overall safety of all Toyotas now on the road. Nevertheless, accident prevention is still far preferable to collision resilience. A prime example of this kind of thinking is Toyota's Electro Sensor Panel, aninformation system which. monitors, detects and warns of any malfunction in the lighting, braking and fuel systems.

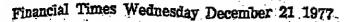
Accident dilemmes remain. But our commitment is to solve them.

We have been thinking and operating this way for over 40 years since the first Toyotas rolled off the assembly line. This is because Toyota's . philosophy is to build a car from your point of view. And this policy will never change as long as Toyota makes cars.

COROLLA

People who care building for people who care





Man-made fibres: a sick man of Europe

BY DAVID CURRY and RHYS DAVID

AKZO

Bayer

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Montedis

AFTER STEEL, the manufac- industry two years ago to give for the first five months the pletely their involvement in AFTER Strings and the set of the set of the set of the first five months the pletely their involvement in the set of the sickest industry. The plant 450 subsidiaries. M. Gandois slump in demand from which it • Bayer has withdrawn from desires announced yesterday is the bair apparent to the pre- has still only partially flament nylon and its joint Rhone-Poulenc, France's sent head of Rhone-Poulenc, M. recovered. adincipal fibre producer, are Renaud Gillet, and his eventual Sporadic attempts by the lead- in polyester, leaving Bayer, one the latest in a series of attempts promotion will mark for yet an ing fibre producers to lift prices of Germany's big three chemical by the leading European com- other French group the transi- off the floor have largely failed, groups, effectively only in

THE COST-PRICE GAP

Polyeste

- 17

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7

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Acrylic

11

50

13

īn

16

100

147

Nylon 6

11

45

100

176

by the to bring capacity into tion from family to professional with the weak sellers continuing acrylic. ine with demand. management.

arrangement, finally agreed by victim of a major shift in the this year.

Arangement, many agreed by victim of a major shart in the thia year. the EEC this week, will bring pattern of European textile It is a situation which has left ICI has shut polyester fila-mate stable trading conditions: supply. Whereas in the early Europe's fibre producers contem- ment plants at Wilton, Teesside the fibre makers' troubles stem 1970s Europe was roughly in plating massive over-capacity, and Offenbach. West Germany, in part from the inability of balence with the rest of the with plant utilisation-currently and is nearing the end of a the stem customers, the textile and dothing industries, to withstand tide of low-cost imports. But even if the EEC takes a

ougher line on textile imports, the surplus capacity in fibresand hence the weakness in -will take some time to e climinated, not least because ntional governments are reluctant to sanction plant closures. In France the Government has been taking a keen interest in Rhone-Poulenc'a plans for restoring its fibre operations to health. Earlier this week the top men in the company were hered in to see the Prime

slimmed down management fo rman-made fibres in bouse. The main uncertainty, bowever, 200,000 tonnes to its capacity structure for its Enka subsidi- hold textiles, largely a natural is over the willingness of the structure for its Enka subsidi- hold textiles, largely a natural is over the willingness of the structure for its Enka subsidi- hold textiles, largely a natural is over the willingness of the structure for its Enka subsidi- hold textiles, largely a natural is over the willingness of the structure for its Enka subsidi- hold textiles, largely a natural is over the willingness of the structure for its Enka subsidi- hold textiles, largely a natural is over the willingness of the structure for its Enka subsidi- hold textiles, largely a natural is over the willingness of the structure for its Enka subsidi- hold textiles, largely a natural is over the willingness of the structure for its Enka subsidi- hold textiles, largely a natural is over the willingness of the structure for its Enka subsidi-in furnishing Italians to go through with the industry. Rhone-Poulenc is, exports by 550,000 tonnes last rejuctant to allow the massive interests in acrylic following its cloth. In industrial textiles, bring capacity more in line apolicy pronouncement on man-made fibres, called earlier this mand the mans to a soon, on tonnes have proved tonnes in addition to Fabelta in Belgium. The its chem also begun to eat econnic levels. regional implications in the job around 14 per cent. of the the cuts already made — which The past two to three years into the share still largely held After several years of mas- and national Government assist-kses scheduled to take place European fibre industry's total are now needed. The EEC Com- bave also seen fibre producers by cotton in base cloths for sive losses Montefibre, the fibre- ance towards fibre industry pro-

ind the country is only three output. mission has involved itself in step no their efforts to win back coating. Newer non-woven making arm of Montedison, is jects. A full-scale study of ways is en attempt to catch up with nonths away from a general The position has been the search for a solution, but old markets and find new out fabrics, formed by fusing or expected to contribute a further in which the difficulties of the taken place in Germany and section; the company is one of worsened over recent months its ability to secure the necessies for synthetic fibre. Though bonding fabrics are being used £70m. this year towards the sector can be overcome has Britain and to ensure that in

Item (%)

Raw materials

in business

Energy and utilities

Part of capital costs

Present selling prices

Prices necessary to stay

Labou

Others

Yet the Government has resulting in another round of there is a conflict with national of cotton denim and cordnroy other applications. cognised thet unless action destocking. Following last interests. as taken to stem the losses in year's recovery from the very scue plan bas been worked for a further rise of perhaps 10 of the leading groups have favoured by the public.

company with Huls has cut back

to exert the biggest influence.

The industry hopes that the Rhone-Poulenc, like the other holding prices in many cases plant in Germany and reduced renegotiation of the Multi Fibre European fibre producers, is the below levels achieved earlier by 25 per cent. its labour force Monsanto has shut its nylon Courtagid Hoechst at another unit in Laxembourg.

cost-cutting exercise which will Rhone-Pos trim its total fibres labour force by 30 per cent. Monsard

 Hoechst, in spite of strong German Government opposition, De Pont has shut its polyester filament plant in Berlin employing some 700, and has reduced its total Coertaulds also has N.A.—Not evailable. labour force by 25 per cent. over

the past two years. Du Pont, the world's biggest

fibre producer, is shutting a has forced fibre companies to Poulenc has now indicated the producer, is shutting a has forced fibre companies to Poulenc has now indicated the Furthermore Italy is still tonnes acrylic plant at develop a number of much way it proposes to deal with building new fibre plant in the in Holland. finer yarms enabling new mar- its problems, it remains to be areas of high unemployment in 30.000 Dordrecht in Holland.

Akzo has closed a number of kets to be won in swimwear, seen whether or not union and Sardinia and the south, and units in Holland and West Ger-sportswear and childrenswear, other pressures will lead to any according to some estimates, The table is based an prices in the third quarter of 1977. Source: Enka many and this year unveiled a Other outlets bave been sought watering down of the proposals. could be set to add an additional

jeans, the industry

slimmed down management fo rman-made fibres in bouse. The main uncertainty, bowever, 200,000 tonnes to its capacity

he Left's nationalisation candi- by a falling away of confidence sery structural changes will a whole segment of the market in the construction industry, in parent company's loss of been mounted in conjunction chemicals as a whole it remains among textile producers — inevitably be constrained where has been lost by the popularity carpet backing and in various £150m., yet its plans to rationa-with the producers are being used from this year towards the securit can be overcome has Britain and to ensure that in chemicals as a whole it remains at the Government has resulting in another round of there is a conflict with national of othere is a conflict with rational of othere with lise its diverse fibre production departments in the member has But while some progress bas facilities, largely centred in the States.

EUROPE'S FIBRE INDUSTRY-LEADING PRODUCERS

Main fibres

Acrylic

Rayon

Nylon, Polyester, Rayon

*Acrylic, Rayon,

Polvester, Acrylic,

Nylon, Polyester

Acrylic, Acetate

Acrylic, Nylon,

Acrylic, Nylon

Acrylic, Nylon,

Polyester

Nylon, Polyester

Polyester, Rayon

Fibre Sales

as per cent. of

total sales

35

6

N.A.

10

10

11

27

N.A.

N.A.

Nevertbeless, some action has developed yarns which in other been achieved in restructuring Piedmont area, have been at laken to stem the house in depressed levels of ontput in elready been taken, particularly forms of leisurewear produce the European industry to meet thwarted by the Italian Govern- mately recommend a pro- up is to be made and if chemiwhile would be at risk. The 1975 the industry was hoping in Northern Europe. A number the soft woven appearance changes in demand and markets, ment which recently transferred gramme of company-by-company cals, fibres, textiles are not to the goal of obtaining concerted 6,000 workers due to lose their cuts in production whether but be added to the list of permanthe plan out of ontening contented 0,000 we want the interior of the hig shump in sales of action across Europe remains a jobs at Montelibre to its own the fibre manufacturers in ently loss-making government; as bronght in from the steel running slightly behind target certain fibres or dropped com- textured polyester for knitwear long way off. Though Rhone- payroll.

this on the grounds that they bave already made a substantial contribution ahead of France and Italy. At the same time the stronger European countries, and in particular Germany, are aware that too much pressure on the Italian authorities to allow the closure of older plants and to cut back on support for new investment could bring a Government collapse in the wake of much bigher unemployment, and ultimately the danger of further political instability in Italy.

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وتد فنالاهل

Main countries

Notherlands, Germany, U.K., Spain

of operation

Germany

U.K., France

Germany, U.K., Austria

U.K., German

Italy, France

France, Germany

Germany, U.K.,

Luxembour

Germany, U.K.

France, which like Italy has delayed fibre company efforts to secure rationalisation because of the impact on jobs, may now be grasping this particular nettle, and this could possibly encourage the Italians to do likewise. With a re-organised textile sector, relieved of its burden of debt, Italy could draw coustderable benefits from the more stable market conditions which the next round of the Multi-Fibre Arrangement is expected to offer.

In Northern Europe fibres, now account for a relatively small share of the total activities of most of the big chemical groups (with the exception of Akzn which stanted with a higher proportion of fibre and textile sales) and efforts are a policy pronouncement on man-continuing to find specialised markets less vulnerable to comyear for a ban on Community petition on price alone.

The move by Rhone-Poulenc the leading European groups. For the Italians the hour is even The Commission may ulti- later if a similar effort to catch

MUSIC

An early bath or the ref.

m Mr. J. Clothier. ir,-Mr. Silkin is a dangerous ry corner of agriculture, even

interests perch.

Letters to the Editor and the Midlands. Can this be west of the promised place:

An early bath or the chlef reason why tolls are in Mr. J. Clothier. in Mr. S. Clansdown (December 13). in Mr. S. Lansdown (December 13). Work done nothing while the

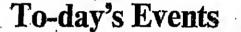
between the price of shoes to the

Royalty House. 72, Dean Street, W.I. Ministerial meeting of Organisa-tion of Oil Exporting Countries (OPEC) continues, Caracas, and considers 1975 oil prices. TUC General Council meets iremen are expected to lobby the Council

EEC Transport Ministers end two-day meeting, Brussels, EEC Commission meets,

CBI Council meets. Sir Peter Vanneck, Lord Mayor of London, receives Mr. George Karam, Mayor of Roseau, Dominican Republic, at Mansion House. OFFICIAL STATISTICS

Construction new orders (Octo



COMPANY RESULTS BOC Interoational (full year). St James's Square, S.W., 3. Wellco, Lindustries (haff-year). 49, Buckingham Palace Road, S.W.,

Lindustries (half-year). OMPANY MEETINGS Bolton Textile, Wincbester OPERA House, E.C., 12. British industries English National Opera produc-and General Investment Trust, tion of Orpbeus in the Under-117, Old Broad Street, E.C., 12. world, Coliseum Theatre, W.C.2, CLRP, Winchester House, E.C., 11. 7.30 p.m. Concentric, Sutton Coldfield, 3. Empire Plantatioos and Invest: Pirates of Penzaoce, Sadler's Wells ments, Isleworth, Middlesex, 12. Theatre, E.C., 7.30 p.m. Flightspares, Southend-on-Sea, 3. BALLET G. R. (Holdings). Chartered Accountants' Hall, E.C., 12 Low-Beauty, Covent Garden, W.C.2, land Investment, 11, Austin Friars, 7.30 p.m.



Micbael Rowe sculptures in silver, Crafts Advisory Committee Gallery, 12, Waterloo Place, S.W.1

(until January 21). Laser Exhibition, Science Museum, South Kensington, S.W.7 (until January 31).

S Events E.C., 2.30. Samuel Properties, 19, St James's Square, S.W., 3. Wellco, 49, Buckingham Palace Road, S.W., 11. OPERA English National Opera production of Orpbeus in the Under-tion of Orpbeus in the Under-WC2, 2.30. Samuel Properties, 19, Hart Street, E.C.3, 1.05 p.m. Carols by the Sanctus Singers, Chorch of the Holy Sepulchree, Holborn Viaduct, E.C.1, 1.15 p.m. Prince of Wales attends carol conrert in ald of Malcolm Sargent, Cancer Fund for Children, Royat Albert Hell, S.W.7, 7 p.m. EXTRACTIONS

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The specially in the arguments, is the unfairest F. B. Thomson, facturers, especially in the argument yet. These section have drifted into May one ask bow much profit 39. Church Road, Watford, monofitability for the same is made by Spaghetti Junction or rason. Beef producers and pro-the Chiswick flyover? Sector and pro-the Chiswick flyover? Sector and by Mr. Silkin. "Ferryway." B. Gragory. The intervention to the fly for the State of the Sta "Ferryway. t will be interesting to see if Cosheston, a ends his career as Minister Pembroke, Dyfed. ion of being the politician the said "No" more times han General de Gaulle. I for me am beginning to wish that "e had taken the lete General When to build a bridge

Ma Hr. T. Kenny. Maximum monopoly profit out pete on equal fiscal terms with maximum monopoly profit out pete on equal fiscal terms with maximum monopoly profit out pete on equal fiscal terms with maximum monopoly profit out pete on equal fiscal terms with maximum monopoly profit out pete on equal fiscal terms with maximum monopoly profit out pete on equal fiscal terms with maximum monopoly profit out pete on equal fiscal terms with maximum monopoly profit out pete on equal fiscal terms with maximum monopoly profit out pete on equal fiscal terms with maximum monopoly profit out pete on equal fiscal terms with increase its advantage as the l for course, the really sensible chairman suggests. The form, fit Aviation Bill. I there are to be calculated the basis of aircraft certifica-a figures the considerable Crabam Hallett. a figures the considerable dug up. a figures the considerable dug up. a figures the considerable dug up. a figures the considerable by Graham Hallett. the crews in developing new, University Colleg a following existing, complex P.O. Box 96, Car a have been totally ignored. the hasic parameters of the charges are therefore out. String 2 the charges are therefore out-their control, why bother ther complicating one of the se ethical stages of the flight such procedures.

Advantation of the second of t

energy From Mr. B. Abell.

No panacea for management Sir,-Britisb Rail chairman Mr. Peter 'Parker's recent utter-ance on the price of motor fuel

From Sir David Clutterbuck Sir,-May I offer two com-ments on Sue Cameron's well-Aircraft
Noise
Notice
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Imports of

From Mr. W. Calvert

footwear

University College. P.O. Box 96, Cardiff.

Siting a Post Office

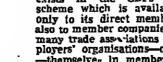
From Mr. C. A. Labrow Sir,-Mr. J. R. Boast in his spirited defence of the Motor Agents' Association's industry-wide pension scheme (December 5) gives encouragement to other trade associations in sponsoring trade associations in sponsoring

industry-wide schemes. In fact, such a scheme already exists in the CBI's pension scheme which is available not only to its direct members but also to member companies of the many trade associations and employers' organisations-over 200 -themselves in membership of

Sir,-We have seen your the CBL account (December 15) of a This wide eligibility (including meeting about import controls incidentally members of the on footwaar between Mr. Micbael M.A.A.) bas many potential ad-Meacher, Parliamentary Under-vantages and mekes the scheme

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 And

ary "inconveniences in the string U.R. would quickly be increased that decision can be based. to maintain supplies. C. R. Labrow. It was also stated that the mar-Sedgwick Forbes McNicoll Ltd., But now, nearly 14 years later. It was also stated that the mar-Sedgwick Forbes McNicoll Ltd., been built in areas well re-Post Office and sorting office unlikely to disappear. Quite so, 11 Neuball Street, Wet from the Home Counties are to be crected some 14 miles but it is essential to distinguish Birmingham.



mare christmas special again M D

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MINING NEWS

Nickel leader Inco lays it on the line

THE INPACT of the world during 1973 was the lowest for and capital costs of exploiting the company claimed that ATVs offer no more formal approaches to the aggregate profit is usderling reduction in employ a share in cash, or in shares company. Share in cash, or in shares company. The post of the Othor Turssaud's places, for each share in the post of the Othor Turssaud's places. This company is to remain viable." It is as simple as that. The company is to remain viable." It is as simple as that. The company is to remain viable." It is as simple as that. The company is to remain viable." It is as simple as that. The company is to remain viable." It is as simple as that. The company is to remain viable." It is as simple as the show the same time particular reduction in employ. It is more the same time particular reduction in employ. It is more same time particular reduction is more formal alphage as the same time particular reduction is more formal alphage as the same time particular reduction is more formal alphage as the same time particular reduction is more formal alphage as the same time particular reduction is more formal alphage as the same time part of the company is to remain viable." It is as simple as that. The company is to remain viable." It is as simple as the same time part of all alphage as the same time part of the company is to remain viable." It is as simple as the same time part of alphage as the same time part of alphage as the same time part of the company is to remain viable." It is as simple as the same time part of alphage as the same time part of the company is to remain viable." It is as simple as the same time part of the company is to remain viable." It is as simple as the same time part of the company is to remain viable." It is as simple as the same time p

this year production was 20.664,020 company is to remain viable." It is as simple as that. The forthcoming reduction in employ-ment is "necessary as the com-pany adapts to a slump in world markets for nickel." About 40 per cent of the lay-offs are ex-pected to come about through attrition or special retirement the herinning of 1977, further provisions. The average wage of \$Can12,572 (26,146) a year and their average length of employ-ment is 20 months. From the end of 1974 to the

ment is 20 months. From the end of 1974 to the end of the third quarter of 1977, Inco produced same 240m. Ibs than a year ago, owing to the rise more nickel than it sold. The in the bulllon price, which latierly inventory build-up was mode in has settled around \$160 an ounce, the bope that market conditions of finished nickel stood at 208m, lbs. We consider a normal inventory to be about 100m, lbs. Inco's statement added that no

Inco's statement added that no nickel from the indonesia and Guatemala operations was in the company's fini/hed inveniories. It house. Selection Trust, is making went on to warn that the financial its first mining forage into the problem of carrying these excess Middle East with the signing of stocks might mean that "further two contracts for mineral capiora-corrective actions may prove lion and testing in Qatar and necessary and could occur in the Jordan. first half of 1975."

nccessary and could occur in the Jordan. first half of 1978." "Ince can only fight for its Engineering, has been awarded a has been substantially increased share of existing markes. As in contract by the industrial Develop. Interest in domestic fuels, and we any other contest, one lights best ment Technical Centre of Qatar if one is in good health." if one is in good health." The ground and air surveys of the gramme to include consideration state to search for mineral occur. The ground and air surveys of the gramme to include consideration of several Western coal properties to ground and air surveys of the gramme to include consideration state to search for mineral occur.

MODEST RISE IN GOLD OUTPUT

Despite a modest increase in 'Adi Araba conner orchodies. The on copper and hard rock minerals the evalue of South African gold output during incretionation will involve seeking next year to \$5m (£2 m) increases the above seeking next year to \$5m (£2 m) increases the above seeking next year to \$5m (£2 m) increases the above seeking next year to \$5m (£2 m) increases the above seeking next year to \$5m (£2 m) increases the above seeking next year to \$5m (£2 m) increases the above seeking next year to \$5m (£2 m) increases the above seeking next year to \$5m (£2 m) increases the above seeking next year to \$5m (£2 m) increases the above seeking next year to \$5m (£2 m) increases the above seeking next year to \$5m (£2 m) increases the above seeking next year to \$5m (£2 m) increases the above seeking the termination to the section of the termination of the termination to the section of the section of the termination of the section of the termination of termination of the termination of termination of the termination of the termination of termination of the termination of termination of termination of termination of the termination of termina both 1970 and 1975. Conduction to an extension of the aperating the S6.5m plane of this is a

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In Jordan, the Naturel Resources taken under lease or option," Mr. Authority has arranged for Munroe said. Scitrust Engineering to investigate In practical terms, Phelps is to the dovelopment potential of the reduce its exploration expenditure 10 1 J 2 10

BIDS AND DEALS

ATV offer unrealistic

says Tussaud Board

They will not, however, be sending shareholders detailed reasons for their rejection of the offer until after they have seen ATV's formal document. And with the Christmas holiday inter-maning that is likely to be the

of these of an auto be placed sellation.

A fanuary 21, 1977 the mething associated association of the sparse will be share exchange of the barrison at 52.75m. At January 21, 1977 the mething for the period wars further of 55 p at share with the share exchange of the sparse state of the share exchange of the barrison at 52.75m. At January 21, 1977 the mething for the period wars before tax for the search wars before the search wars before the search before to Griflex, who was selected to the first wars before tax for the period wars before the wars before tax wars before the search wars before tax wars before tax for the period wars before tax for the period wars before tax for the

in Scotland

Financial Times Wednesday December 21 1977

Barratt expands

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Acceptances received by W. H. America S.A. for the 8 per cent Preference shares of Williams Hudson Group amount to 70,992 sharea (41,274 per cent.).

STANDARD/BARTON

-Standard/Barton Acceptances received by Standard Fireworks in respect nf its offer for Barton Properties. amount to 700,000 shares equal to 100 per cent. The offer is now. monoditional [scontitional

SEASCOPE Seascope Boldings has reached agreement in principle to acquire the minority interests in Seascope **Reinsurance** Services.

DOULTON ENGRG. John Davis and Son (Derby), a

GRAIN ELEVATOR MAcceptances received by TPE (Overseas Holdines) with 2 view for Grain Evenior Estate and mechanical applications with 2 view is total 850% shares, or 91.9 per most inclose destrical electrical cent of the chares for which the machanical applications offer and a subsidiary, fo be known as Davis Derby (Overseas Holdines) with 2 view is total 850% shares, or 91.9 per most inclose destrical electrical cent of the chares for which the machanical applications offer as a trial childing. It is included that the user of 91.3 per cent of the GEE mechanical inductions capital.

UDT SELLS WIGFALL STAKE United Dominions Trust has policy it has acquired Syscom Pty, 5 disposed of its bolding of 1,301,119 Section 12 - 101 for the market 3 potential exists for British equip-ment: and in pursuance of this i

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(c)	Group Unaudited Rest	ilts for th	e
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h i- 5	Group Trading Profit before 19 Interest and Exceptional	ttems 527	1,908
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5	12 and short term loans	0,00	
all . 3.	107	(353)	1.158
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f 1 2 3	187 Group Profit/(Loss)	(353)	1,158
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d]	Group Profit/(Loss) before	8	
b ([3.	01 Taxation	(427)	1,129
	74 Taxation (See Note 2)	100	350
· · · · ·	Gronp Profit/(Loss) after		
2	27 Taxation	(527)	779
	85 Preference dividends	106	79
1	42 Earnings for Ordinary Share	s (633)	700
NOTE	_		

This Advertisement complies with the requirements of the Council of The Stock Exchange in London U.S. \$500,000,000 Shell International Finance N.V. 8¹/₄ per cent. Guaranteed Notes 1990 Guaranteed jointly and severally as to principal, premium (if any) and interest by

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The following have agreed to subscribe for the Notes:-

Alles Shin. purchase Charge Wares, the light engine 31 and now forecasts profits for was "looking for a medium-eering group which last year in the enlarged group of £0.45m, for technology engineering group, curred losses of almost £0.9m., 1978, which includes not less than wilb a view to a share exchange." has acquired H. Stockwell and S.2m, from Stockwell. The acquisition of Stockwell is Co. a private steed stockholding. The directors anticipate conditional on resolutions being company for a helpic lengthour approach directors anticipate conditional of the provide at the pr curred losses of atmost 20.9m. 1975. which includes not less than with a view to a share exchange to a share exchange to a share exchange the directors anlicipate conditional on resolutions being company. for an initial consideration of £1.03m. They acquired by 50.53m. 1975. Log being the fired curulation Mr. Richard Stockwell, will go the satisfied by 50.53m. 1975. Log being the fired curulation Mr. Richard Stockwell, will conting preferred shares at 15p. They accured dividend of 0.2p net on the Participating Preferred shares at a curued dividend of 0.2p net on the Participating Preferred shares at 15p. Stockwell will initially bold 22 1.1377 to December 31, 1977. The enlarged group will have the cases of the German company Ruppel and profits performance of Slockwell and 20.5m. rights issue underwritten by Energy, Finance and ceneral turnover in excess of Slockwell stock of the German company Ruppel at March 31.077. were \$1.50m. and a negatistic stock of the despose of the easies of Slockwell and average profils were \$0.18m. and a negatist form the lessing. a U.S. company with interests in food service at the end of the years. In the period since July 2; 1977. trading at Change Wares, which interests from \$1.2m. to 10.75m. the log of the generate its bank bor makes shelving and wire mesh rowthas from \$1.2m. to 10.75m. the log of the generate and the issue of large wares at 2.12m. to 10.75m. the ling of the generate with interests in food service it and the second of the year in maker ware mesh to when struct and a major management of the generate with interests in food service it and the end of the year in maker ware mesh to when struct and the indicated net tangible assets of Slockwell with interests in food service it and the end of the year in maker ware mesh to with struct years. In maker and with mark the presentation spoke of Slockwell with interests from \$1.2m. to 10.75m. the ling of the generate with the presentation spoke of Slockwell with interests in food service the presentation spoke of Slockwell

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1976/77

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Dresdner Bank Aktiengesellschaft

Hill Samuel & Co. Limited Morgan Stanley International Limited

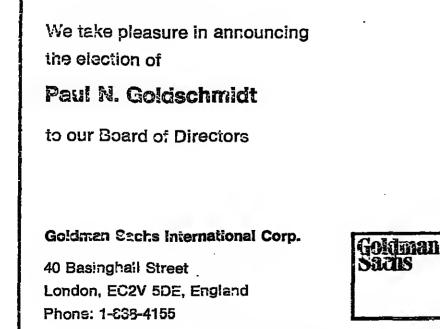
N. M. Rothschild & Sons Limited

The 100,000 Notes of U.S.S 5,000 each constituting the above issue have been admitted to the Official List of The Stock Exchange in London.

Particulars of the Notes and of the Company are available in the statistical services of Extel Statistical Services Limited and may be obtained during normal business hours on any weekday (Saturdays and Public Holidays excepted) up to and including 31st January, 1978 from :---

> Rowe & Pitman, Hurst-Brown, City-Gate House, 39-45 Finsbury Square, London EC2A IJA

and The Stock Exchange in London



.. . g

The period since July 2: 1977, equipment. In the period since July 2: 1977, equipment. Trading at Change Wares, which Wares has redured its bank bor-trading at Change Wares, which Wares has redured its bank bor-makes shelving and wire mesh rowings from £1.2m. to £0.75m., the importance to 'Lloyd's baskets for the re all trade, has compared with shareholders' included a second quarter funds of £2m. Tecovery, mainly from renewed 31r. Geoffrey Rose, chairman, activity refurbishing, erpansion) said that the acquisition would from major customers such as provide a more broadly-based Tesco, Bejam. Arda and Wool group well placed for future worths. The company intends to growth. The company was con-change its year end to December sidering further acquisitions—it

S. & U. Stores Limited

laterim Riport of the Chairman,

Mr. Dersk M. Coombs

The unaudited results for the Group for the half year ended

The profit for the six months ending July 31s1 1977 is £181,349

tompared with the first half of last year which showed a loss of £188.551. The actond half of the year is for us, of course.

a better trading period, and I look forward to the year-end

I referred in fully 10 the fact that our profil estimate of film, for the year 1977/78 was on target. Unfortunately, we

have not reached the sales turnover which we budgeted for during the months of September. October and November, and

as a consequence we will not achieve the profit figure of L1m. With December there has been a significant upward sales change.

and our business-now completely reorganised-is well estab-

Dividend. The Preference Dividend will be paid in the normal

way. However, we do not feel it right at the present time to pay dividends on the Preferred Ordinary shares and Ordinary

Edgbaston Street - Birmingham B5 4QH Tel: 021-622 4881

URGULO INTERNATIONAL

NV.

U.S. \$25.000.000 Guaranteed Floating Rate Notes Due 1981

For the six months

21st December, 1977 to 21st June, 1978

The Notes will carry an interest rate of

712 per cent. per aunum.

The Notes are listed on The London Stock Exchange

By: Credit Suisse, London

Agent Bank

1977/78

£181.349

paid on 31st March 19781 £4,200

Net profi:

Таказіол

Preference dividend (To be

lished for continued growth.

with confidence.

Pig company assets released

A HIGH COURT judge ordered the release of almost £120,000 yesterday towards paying off the Elm. plus debts of a defunct pig-breeding company. The cash is the remaining assets of Anglian Pig Breeders, wbose registered office was in Sbaftesbury Avenue, London. The company, which bred pigs for absentee investors, was wound np in November, 1965. Mr. Justice Browne-Wilkinson agreed to the Official Receiver's

request that the assets. £119.930 be distributed equally among laimants. All the claimants, except 23

who rejected the suggested settlement, were represented at the proceedings. The judge gave the diasenters six months to bring their cases to court before the assets are distributed.

Allied Textile £10m. order

By Our Textiles Correspondent A flow, order for cloth, believed to be the biggest single export order secured by the Yorksbirc wool textile industry, has been won by Allied Textile from the Middle East. The order, for more than 2m.

yards of worsted cloth for armed services uniforms and civilian cloth for sale through tailoring outfits, is to be delivered over the pext 12 months.

the oext 12 months. The order was won by Allied's Hartley division at Bingley, West Yorks, which specialises in nniform cloth. Because of its size, part of the order will be placed with other mills. Yarn for the cloth, which will be both wool and wool polyester, is being supplied by Haggas, the Keighley spinner.

NO PROBE

NO PROBE Nr. Roy Hattersley. Secretary of State for Pricea and Consumer Protection, has decided on the information at present before him, not to refer the proposed merger between Lloyds and Scottish and Bankamerica Fac-function the Buncandize Commit tors to sion. tha Monopolies Commis

To boold undue delay in publication, the results of the New Zealand subsidiary have been excluded from the figures for the twenty-four weeks ended 15th October 1977 ond from the comparable period of the last financial year. The results of this subsidiary which is trading satisfactorily and profitably will be consolidated

at the end of the financial year. Fullowing the change in the accounting policy for deferred taxation referred to in the last Annual Report and Accounts, the comparative figures in respect of the 6.2. results for the twenty-four weeks ended 16th October 1976 have been restated and the taxation amount chorged in the profit and loss account for that period has been reduced by £237,000.

EXTRACTS FROM THE BOARD'S STATEMENT The operation of the Common Market rules on monetary compensatory amounts coupled with the continued refusal of the United Kingdom Government to bring the **Green** Pound " more into line with its real value bas bad the effect of providing huge subsidies of almost 13p per lb to producers of Eire beef, of over £240 per tonne to producers of Danish bacon and of over £350 per tonne to producers of Dutch canned bams exported to the U.K. Apart from the serious discouragement of those U.K. producers on whom we rely for supplies of raw material the dumping could place in jeopardy tha jobs of some bundreds of our dilled and lower ly more there.

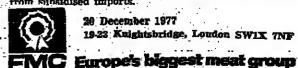
skilled and loyal workers. Losses were incurred by our meat division in the first half of the financial year. However, our management action has brought about a marked improvement over the past three months and the losses have been extinguished. Our By-Products division also ran into losses aarliar in the financial balf-year but the position has improved over the financial balf year but the position has improved over the last few weeks. The Ponltry division bas traded reasonably satisfactorily against a background of over-production of poultry meat but the outlook to the end of the year is not enconraging. Our Harris division bas suffered serious losses at some of its factories. A critical review of every facet of our bacon and meat products business is being carried out. The Board are fully aware of the state of the industry and the problems that lie ahead and from the entities being taken we consider that the company abound actions being taken we consider that the company abould be restored to profitability by the end of the financial

year. In accordance with our practice, a decision on a dividend

In accordance with our practice, a decision of a dividend on the ordinary sbares will be deferred until the results for the full year are available. We must take this opportunity of replying to receot suggestions to the effect that considerations other than strictly commercial ones influence tha conduct of the Group's business. The Board's cole concern is the profitability of FMC in the

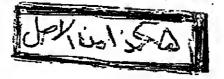
interests of our sbareholders and our employees and none of the directors is motivated by any other confideration or

FMC deals on a commercial basis with its suppliers, principally British farmers, but ultimately it has a common interest with them in expanding the supply of British product to the British market. The problem FMC faces is not pressure from British farmers but unfair competition from subsidised imports.



FMC

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Financial Times Wednesday December 21 1977 APPOINTMENTS

M. Hoffman to head Perkins

mishility for the U.K. area TILEY AND HARGREAVES. This area of Perkins. He will become corporate vice-presi-of Mr. Hugh Palin, director of Mr. AltDITS OF CREAT BRITAIN Mr. G. J. Alleo has been appointed an executive director of Mr. Bean Palin, director of Mr. Alton English, Mr. Trevor The Social of the MOTOR CYCLE Sharot, Mr. Tony Taylor, Mr. Bernany, from Francis In-Shorer, Mr. M. Ingleson, Mr. Villiers, This is the first time a Marson, Mr. R. B. Hareld former chief executive has been for LIFT COMPANY. The European company bas been elected Mr. Anthony M. Letts has been Mr. Alton Shorton Mr. A. Hogg has been appointed fuel the U.S. and Caoada of the time a representative of an East Mr. A. Hogg has been appointed the of one president. It is sko the first form the Board of the time a representative of an East Mr. Anthony M. Letts has been Mr. A. Molecular Mr. A. S. Marrache has also re-signed from the Board. Dr Mr. A. S. Marrache has also re-signed from the Board. Dr Mr. A. S. Marrache has also re-signed from the Board. Dr Mr. Harry Sonkon has antion Mr. Harry Sonk

and Food.



Mr. S. Procter

Commercial) in Zambla. He suc-ceeds Air Commodore F. J. Rump, AMS AND GLXN'S BANK who is retring after ten years abruary 1 in succession to it. B. Lloyd. Mr. Proteter "essent deputy chief execu-rithe Bank. As reported inhere 16, Mr. Lloyd, who performe chairman of the DE-internation of the Board of Decome chairman of the DE-remaining on the Board (COUNCIL, on January 1, in place Bank es a non-executive deputy is an executive deputy The Advisory Council ras et up rs is taking up an appointed independent is an executive deputy. The Advisory Council ras et up it is an executive deputy. The Advisory Council ras et up it is an executive deputy with the Secretary of the Defining of February. Advisory Council ras et up it is a promotion of Miss fessor of Physics at the University it the promotion of Miss fessor of Cambridge and technolo-it the DEPARTMENT OF Gonville and Calus College. Alt and a Fellow, of a the DEPARTMENT OF Gonville and Calus College. Few when he left to become a director on the interview of the correct intig. November 1975. appointed sales, director, on the lift has the DEPARTMENT OF Gonville and Calus College. Fire when he left to become a director on the left to become a director on ceeds Air Commodore F. J. Rump.
COMPANY NOTICES

Mr. Barban Alf, B. BEARING COMPANY. Mr. Ingleson has been Mr. Mr. Marson exscutive chairman and chief executives of reference of the secutive chairman and chief executives of reference of the secutive chairman and chief executives of reference of the secutive chairman and chief executives of reference of the secutive chairman and chief executives of reference of the secutive chairman of G & LF. is president and chief executive S. Procter has been Lac, Wisconsio, U.S. Intel chief executive of the secutive chairman of C & LF. is president and chief executive the secutive of the secutive secutive of the secutive of the secutive of the secutive secutive of the secutive
T. J. W. G. Porter has been appointed director to the NATIONAL INSTITUTE FOR RE-SEARCH IN DAIRYING, a graotscanch in DAIRYING, a grant-aded institute of the Agricultural Research Service, Dr. Porter has been head of the Nutrition De-periment at NIRD for the last 12 ysars and will take up his oew appointment on January 1. He succeeds Dr. Bernard Weltz, who has become chief scientist to the Ministry of Agriculture. Fisheries

Mr. R. E. Dellow has been ap-pointed a director of BRITANNIA He joined the company in 1963 TRUST MANAGEMENT, and in 1973 bacame a director

as director designata on January 3 and will take up his appoint-ment as director in April. Mr. Quiggan, who recently retired pre-malurely from the Diplomatic. Service, has specialised in African affairs for the past 15 rears, his most recent appointment being Don Stampings. Mr. Tony Curtis, at present the Mr. D. G. Clarke, Mr. A. W. Specialist and Professional Press), R. Fletcher, Mr. A Martin, Mr. Specialist and Professional Press), R. Fletcher, Mr. A Martin, Mr. affairs for the past 15 rears, his most recent appointment being Deputy Britisb High Commissioner and Counsellor (Economic and Sell, who is leaving the company who is retiring after ten years Mr. Alan' Camipbell hes been Mr. Alan' Camipbell hes been Mr. Alan' Camipbell hes been

AMSTERDAM DEPOSITARY COMPANY N.V.

Michael Hodiman will INDUSTRY. She succeeds Mr. R. recently ended a four-year term of the Leisure Division of Trust some chairman and managing Prosser, who has been appointed as chairman of the Science Re-Houses Forte. Mr. D. Yeoman has been which is responsible for finance' officer for the Depart which is responsible for finance' officer for the Depart manager of the Science Re-Houses Forte. Mr. D. Yeoman has been which is responsible for mants of Industry. Trade and mr. S. A. Thom, st present sales appointed by STANDARD metre at the age of 49 in servetary in charge of Industrial to start what he describes and Commercial Policy Division in the Department of Industry. Mr. Peter C. Carruthers has served of CliARKSON addition to his new responsi-tioned the Board of CLIARKSON assibility for the UK, area mains of Perkins. He will become corpocate vice-presi-Mr. Hugh Palis Abusen A. ALDITS OF GREAT REPTAND

Dr. H. L. Therentheler has re-signed as managing director of WFC LIMITED in London and Mr. A. S. Marrache has also re-signed from the Board. Dr Tisfenthaler will continue as Lon-don representative of Ajman Arab Bank. WFC Limited is a subsidiary of WFC Corporation.

Mr. Briao D. Farmer, at present group managing director of S. W. FARMER GROUP, become chairman and chust arecutive from January 1. Mr. Sydney E. A. Farmer retires as chairman bul remaios on the Board as a non-executive director.

Mr. fain Auid has been elected to the Board of CRC INFORMA. TION SYSTEMS and appointed chief executive of the CRC

The Health and Safaty Com-mission has formed the advisory committee for the ceramics in-dustry, the second of a num-ber of industry advisory com-mittees which the Commission is establishing.

TRUST MANAGEMENT. TRUST MANAGEMENT. Mr. John McQuiggan joins the UNITED KINGDOM SOUTH Firth-Vickers Special Steels and Erecutive's Marches Area and in-MFRICA TRADE ASSOCIATION ASSOC

ppninted sales director on the Boards of Cleaners, and of

General Cleaning Contractors, members of the Pritchard Services Group. He was previously with P. D. Pollulion Control.

Mr. Roger Wood, deputy manag

mg director, will take over as managing director of TRUTEX

from lanuary 1 on the retirement

of Mr. John Rohinson. The com-pany is a member of the clothing division of Tootal.

We have always been "at home" in many places around the world.



positions. That has been our formula for success for over 150 years in 40 countries around the world.

For funher information please refer to our head office. Dept. C.B.K., Vijzelstraat 32, Amsterdam. The Netherlands, telex 11417.

Brasilia, Banco Holandès Unido S.A., Quadra 5 - Bloco B - Ioia 73, 93 Edificio A.B.N., Scior Comercial Sul ISCSI, 70.000 Brasilia, ielex 061-1480.

ABN Bank

The ABN Bank has offices and allifiations in: The Netherlands, Ireland, Great Britain, Belgium, France, Fédéral Republic of German: Switzerland, Gibraltar, Italy, Greece, Furkey Holanise Bank-Unit, Lébanon, Saudi Arabia 'Albank-Alsaudi Alhollandit, United Arab Emirates, Bahran, Iran 'Mercantile Bank of Iran and Hollandi, Paksara, India, Malaysia, Singapore, Indonesia, Hongkong, Japan, Morocco (Algemene Bank Marokko S.A.), Kenya, U.S.A., Canada, Netherlands Anulles, Suriname, Venezuela, Panama, Australia, Mexico, Operating under the name Banco Holandés Unido in: Argentina, Uruguay, Paraguay, Brazil, Peni, Ecuador, Colombia.

BNIBR GUIDB

Mr. A. Hogg

-ITACHI LTD. ORDINARY SHARES

T issued by Clubank N.A. AS BUELD BY CILIDATIK N.A. DE IS HEREST GIVEN HAR a lad due lOth December 1977 te in di BDR's as as 30th Septem-1977 may now be claimed as the shown below on presentation rel in No 18 detathed from BDR's the Matte acch and Coupon No 13 Def from BDR's ref 80 aharas to undersigned. will be payable with Ofiz. 2.06 ner per CDR; repr. 50 sits and Dis. 41.20 per CDR, roov. 1000. shs (div.per record-date B.20.77: gross Yan S.-p.sh) atter deduction of 15°; latanese tax= Yan 37.50. Dis. ...36 per CDR. repr. 50 shs. Yan 750...=Dis. 7.20 pet CDR, repr. 1000 shs. Without an Affidavit 20°; lap. tax (Yen 50...=Dis. ...48 p. CDR repr. 50 shs. Yea 1000...=Olis. 9.60 p. CDR repr. 1000 shs.) will be deducted. Alser 3.20.78 the div. will only be paid under deduction of 20°s lap. tax wich Dfis. 1.94 x net/Dfis. 38.60 y nat, in accordance u per CDR repr.50 ahs/y per CDR tepr. 1000 shs with the Japanese tax regulations. windowd per - US 50.012425 15% Japanese = U5\$0.001864 U550.010561 trains. And Kingdom income tax at the all rate of 190's in the L will be and the amount of this and anise in cases where coupons companied by a United Kingdom I harmine affidavit of Non tal Roong forms are available the japanese tax regulation N.A. Amaterdam. Docember 15, 1977.

House Hew Broad Street

INTRACTS AND TENDERS

"APPEL D'OFFRES INTERNATIONAL" CHAMP DE GAZ **OFF-SHORE DE** MISKAR (TUNISIE) **OFF SHORE PROJECT** MANAGEMENT

the d'Etude Miskar, agissant pour le compte fature entité responsable de la réalisation du de Développement du Gisement de Gaz de dans le Golfe de Gabès, lance un Appel res pour le choix d'un Management Contractor d'assurer le management de réalisation de mole des installations nffshore (3 plates formes me et un pipeline sous marin).

arganismes intéresses par cet Appel d'Offres arties à retirer le dossier correspondant à partir 401.22 décembre 1977 à l'adresse suitvante.

* Stude Miskar, 11 avenue Khereddine Pacha, Telex 12128 tn.

moyennant le paiement d'une somme de cent dinars Tunisien par dossier, ou de sa contre ^{r en} devises étrangères.

propositions relatives à cet Appel d'Offres Parvenir à l'adresse ci-dessus, au plus tard 41 30 janvier 1975 à 17 heures.

précisé que l'Organisme retenu, dans le cas où all egalement fournisseur d'équipements et/ou vaux de construction et d'installation, devra ter à proposer l'un quelconque de ces services e cadre de ce même projet

That interest for the period 1st January, 1977 to 31st December, 1977 for the 1965, issue will be pavable from 2nd January, 1978, at the rate of 84% per annun apainst oresentation of Couroun No. MAKITA ELECTRIC WORKS LTD.

1969 esser 5. G. WARBURG & CO. LTO... also announce that interest hor the period 1st lasuary, 1977 to 31st December, 1977 low the 1969 issue will be payable from 2nd January, 1978. at the raw of 61/% per semum sentist presentation of Couron No. 9. The undersigned announces that at from December 27, 1977 at Kas-Associatie N.V., Spuisireast 172. Amsterdam, div.cp.net, 15 laccom-panied by an "Affidsvit" | Rf the panied by an "Affidsvit" | of the CDR's Makita Electric Works Ltd. ۰.

BAYER ANTIENGESELLSCHAFT

G. WARBURG & CO. LYO. AM

Mr. Patrick Mardougall, chief executive of AMEX BANK, is learing the Bank at the end of Coundos siguido de lodica win S. G. executive of AMEX BANK. Is wanaura according to base colored and base of the second state of the second state logical states and the second state of t amdawit: German, Capital Vields Tax deducted at 25:00 % B: retownable in full by United Kingdom residants and 8. Co. Ltd... will gravits director of N. M. Rothschild and southeating.

SO, Gritam Stret. London, ECZP 28. London, ECZP 28. sons, who has been associated with American Express Inter-natiooal Banking Corporation since 1974. Amex Bank is the London-based merchant banking subsidiery of AETBC. Results of Polia held on Thursday 15th December 1577 HASTLEY BAIRD LIMITED

Mr. N. M. Clark has bacoma managing director of ASSOCI-ATED LEAD MANUFACTURERS. Majority for Resolution No. 2 9.664.080 H. S. BALDWIN & COMPANY LIMITED subsidiary of Lead Industries Group. Dr. R. Bell has relin Majority Jor Resolution No. 2 2.079.845 PORTUGUESE GOVERNMENT Group. quiahed his position as managing director of ALM and has resigned from that Board to take up an appointment with the parent company.

JORIGUELESE GOVERNMENT 3% EXTERNAL DEBT 5902 -10 JCCMEARCe with the Law of the tait May 1992 and sha Decree of the tait May 1992 and sha Decree of the Pit August of the same ysat the Sinking Fund Instances due is January 1978 Publics in Lisbon as follows: Purchases ta the market condisies of a bonds of LED.00 each and 1 band of Top Reserved Oracing E100.00 each and 220 Dords of E100.00 each and 220 Dords of E100.00 each and 220 bonds of E100.00 each and 220 Lago bonds of E100.00 each and 200 Lago bonds each and Mr. Geoffrey J. Tytheridge finaocial director of FOSECO MINSEP, is resigning from May 31. He will be succeeded by Mr. Peter J. Welch, who has been group finance director of Unicorn Industries since 1972.

Mr. S. G. Sweetman, a vice-The online insulation of 2.935 interest bearing 'non-dimension of 2.935 interest bearing 'non-dimension's and the second of the second of the second of the line drawing in Liebon of 2.935 interest bearing 'non-dimension's and the second of the second of the line transmission of the second of the second of the second of the line transmission of the second of the second of the second of the line transmission of the second of the second of the second of the line transmission of the second of the second of the second of the line transmission of the second of the second of the second of the line transmission of the second of the second of the second of the line transmission of the second of the second of the second of the line transmission of the second of the second of the second of the line transmission of the second of the second of the second of the line transmission of the second of the second of the second of the line transmission of the second of the second of the second of the line transmission of the second of the second of the second of the line transmission of the second of the second of the second of the line transmission of the second of the second of the second of the line transmission of the second of the second of the second of the second of the line transmission of the second of the se tee and a vice-chairman of Unilever in succession to Mr i tee

125.382.501. The addressmentioned Grawn bonns are rebavable at par irom 1at January 1978 to 51st December 1982 and thuse stamped by 1ar Antruguese Sinancial The engle may be origented for ragarment at the Securi-ties of the members of the bonds and lodge-mether instance for a state of the security streat. London EC3A 301 where inte of the members of the bonds and lodge-ment listing forms may be shrained Sweeiman. At the annual meetings of Limiled and NV. Mr. R. W. Archer. Vir, P. V. M. Egan and Mr. J. Loodco will be norminated as directors of hoth companies.

PUBLIC NOTICES **ART GALLERIES**

AGNEW GALLEHY 5 Did suns Street. W.1. 01-620 6116. MASIER DRAW. INGS uoUI 22 December. Mon.-Fri 9.50-5.30. laurs. until 7. LOYENT GARDEN GALLERY. Closes Iomorrow. CHRISTMAS SXHIBITION. 200 British Watercolours Tautity 525-656. 20. Russell St W.C.2. 693 1136 CITY OF WESTMINSTER Longon Gor Bills amountjag to Lida million issued on 20 December 1977 Patienty of 21 March 1972. Aoo fiona folialed SET million. The mum orker of accented benders of 39: and 20.67% of 148 essue alcofted at. This orico. The swe rate of discust wist. 0.3691% other bills ara ortstandigo. FOX GALLERIES, 5-6. Cork St., Loodon, W.1 01-734 2626. From Nov. 21st-Dec. Stat. Curristness Exholicions Many contrasting oil and watercolours, large and small old and modarn, irom £100 to \$20.000. Weekdays 10-6 Saturday-10-1. Sunday view/49 10-1 CINEMAS COLNAGHTS, 14. OID Bend St. W 1. 491 7508 THE VIENNA SECESSION-jogenosti Prints and Drawings. 1897-1917 Imajerity L40-54003, and CHRIST-MAS EXHIBITION OF English Winter-colours. Until 20 Jan. Llosed 25/ref moon. Reosening 28th Dec. Mon-Fri. 3.0-6.0. Sats. 10-1. ABC 1 6 2. SHAFTESBURT AYE 836 8881, 'Sod, Perry, All SEATS EX 2L E 1: GOLDEN RENORZYONS (AL. 'Lasi day.) WK, 220, 530, 0.30, (AL. 'Lasi 2: THE STING (A). WR. & SUN.: 2 00, 5:15, 6:15, (A). CAMDEN PLAZA, COP, Canden Town Tube, 485 2443, Taviane PADRE PADRONE IXI Grand Prze Cashes 77. 1.05, 5.26 8.50. 3.0v6.0. Sats. 10-1. SLOAME STREET GALLERIES. 158 Sloame St., W.1. Modern Balotings. scilleturg and graphics by interesting international artists. Wide minge of prices. Fuet.-Fri 10.00-6.39. Sats. 10.00-1.00. CURZON Chrona Street. A.1. 499 3757. COUSIN Courses and the course of th TELDEOURNE GALLERIES, 63. GEERN'S Grave, SI. John's Wood, 535 3800 SCOTTIE WILSON. not sun, 1 4.25, 6 25 and 5,30 LEICESTER SQUARE THEATER 1930 5252: NUREYEV as VALENTING 121, 520 pross. 1.10, 4.40, 6.10, sona, 3.00 7.45, Lale ahow Snt. 11,45, p.m. Seets bude, tor D.10, arop, Mon-Fri, and all group, extent late show Sat and Sun. ODEON. Leicezar Square. 1930 5111, THE OEFF. (A), See troos over day Scala may be obseted Doork over at 1.20 4.30, 7.45. LUMLEY CAZALET. 28. Daries St. W.1. 499 5058 I acrosoftive Drighayi Printa Ior Christmas Until 25 Dec. Mon. Fri-18-0 Theys 187 CLUBS I. CU a. U. 7.45 ODEON, Martie Arca. 723 2011-21 A SRIDGE TOD FAR AL. See prot. W. 1.00. 7.45. Advance obaking T45 per Mon-Fri Bonn pers. Set 5 with a sec of All-in Men. Phree Soccasular. Foor Shows 10.45 12.45 & 14.5 and music of Johnny Hawstownth & Friends GASGOVIE 59 Daan Street. Londod W. SALOM KITTY - XI - See Persi, Div SALOM KITTY - XI - See Persi, Div SALOM Setta Bubla. LICA. Bat. Licosed Xmap Dev. -Mon-Fri. Closed Ssturdays. 01.437 & 4cc

· 김 은 VI (전 56 전 전) 김 / 김 사망 전 전

ATTO SAVOV INCELOF PRINCE OF WALES. D1.950 2081. Mon. to Sri. 8 Sata. 5 D and 8.65 Mats Thursdav at 3 RR Extra Matinee Boying Dav 3 OD THE STAGE IS AG.OW Daily Triegraph.

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LIN SENSATIONAL YEAR DUKE OF YDRA'S. CC. D1/835 5122 Evga. 6.0 SM. 5 SD., Ned Mat 3 ARTHUR LOWE LABURNUM GROVE

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ROYAL FESTIVAL HALL 926 3191 LONDON FESTIVAL BALLET Monday to Jan Z at 3 ang 7 50, Jan. 9 to 16 at 7 50. Mal. Jan 16 at 3. The NUTCRACKED SFINE CHILLER Reg. price greviews 3 and a jan, Dgens 5 jan, at 7.00.

SADLER'S WELLS THEATRE, Rosebery Ava. 837 1872. Ers. 7.30 Mats. Sats. Dec. 28 Jan. 3- 5 2.30 D'OYLY CARTE OPERA CO. Tonigat The Pirates of Pensance. Tomorrow Fr... Sat and Tues. Iojaniae THEATRES ADELPHI IHEATRE, JI-BIG 7811. Ergs. 7.30 Math. Thurs. 3 G Sad. 3.0 Erica Mannas Bedaring. Oay 3.0. SPECTACLE CAPTIVATING TUNES ANO RACY COMEDY.'S. Propie THE MUSICAL MUSICAL SLICK SUMPTUOUS. TREHE HAS EVERYTHING DNIV Extrema INSTANT CONFIRMED CREDIT CARD BOOKINGS ON DI-836 7611.

DLD VIC THE GINGERSREAD MAN Caratamas mats for children. A nt. Temoraph. Uhril Jan. 7. todav. 18:15 a.m. 2 o.m. tomborow 2 µ m only. Seats availabla. 10:15 mai romorrow Carcellogueror 4 2 Mil

GLOBE CC DIE 27 1592 Evenings B 15 Sa's and Dec. 26 60 and 8 4R Met Wed 5.0 its Der. 281. JAUL EDDINGTON. AMANDA BARRIE In the SECONO YEAR of OONKEYS' YEARS OONKEYS' YEARS THE BEST COMEDY OF THE YEAR.

PALACE. 01-437 6634. JESUS CHRIST SUPERSTAR Ioda & Tomerrow 6 DD and 6 aD. Taura 8,00. art. 8.00. No peris. 22 25. THE BEST COMEDY OF THE TEAK. GREENWICH THEATRE BSG 7755 EVG1. 7.30. Mat Jan 1E. 230. PINCH ME-NOT. A New Comedy by R(sard D'Keetin 'An extélient irst blay.' Timés 'A considerable arhievemant 'D.T. From Turrs. Late Night Musical Revue. at 10 18 om CAST FOUR. KNIT TWO TIPPITY PLIN-FLDP GUMDROP 6 BOOTS. A Musical tor young childran trom Sat at 4.25. subs. Dec. 20 Jan 3. PHOENIX. Mar. Wrd. 50-536 8811 Eval. 3 D. Mar. Wrd. 5 D. Sat performance KEITH 4.30 and 8.00 KEITH PENELDE MICKELLINE, TOTA KEITH VSL B D. Natr. THE AGO KEITH 4.30 ab.D. KEITH 200 BADD MICKLENIGEL STOCK KEITH JUNE JAGO PAUL HARDWICK In the Chichoster Jestiwal Theolife's orodisculon of THE APPLE DART Outstanding revival of nuovani Shaw. Director hy PATRICK GARLAND LIMITED SEASON

HAYMARKET, Evgl. 735 WED 2.30. SH E 30 & 8 15 Evgl. 735 WED 2.30 A MASSEY BLOOM MASSEY MICHAEL ALDRAGT IN

MYCHAEL ALDRIDGE " ROSMERSHOLM DIRECTED BY CLIFFORD WILLIAMS "A MURDER PLAY MORE EXCITING THAN ANY BY AGATHA CHRISTIE Batter O Theoradon FOR LIMITEO SESON FOR LIMITED SEARCH HAYMARRET. 23 ICharity I and 9632 Dreviews Jan 24 ICharity I and 9632 Dogra Jan 26 Jost Jost Josef Jo

W and at Pictabilit and Savey Talastree. AMBASSADDR'S. C. 836 1171 Eves. B. Tor 2 als rost Window Dec. 22 at 25 Miscontrol Middle Dec. 22 at 25 Miscontrol Miscontrol Dec. 25 Higs of the Internet Safety of the Safety of th FRANCES OFRER GODEREY

GREAT ENTERTAINULENT HOW. ASTORIA. Casilia X Rd 01.477 0259 or B1.457 5757 or D1.734 4291. Nagress Tube Tottenham Court Raid Mon-Thurs h07 87, rm 52 507 srd 176 32 Frier b07 87, rm 52 507 srd 176 32 Frier b07 87, rm 52 507 srd 176 32 Frier b07 87, rm 52 507 srd 187 CHUB 1300 CHUB 1000 100 THE STAGE CPECTACULAP Tickett E1 50.75 50 Instant Cradit Can Res. Astoria Jostanuan Consolito Offer umil Xmas. Top-DHCs Seat 8 Dinnet 10 50 10. Also Luga 8 Pre-Theatre Buffer Bat WATERS OF THE MOON

NEW BOOKINGS HER MAJESTYS. 01.920 0000 EVER RD Wrd and Sal 30 and 80 LEE MALLEN MONTAGUE LINDSAY IN TEGENTE GALTIGAN'S CAUSE CELEBRE RATTIGAN GEVALES HIS MASTERY 57 "A symethy drama" = N. "GI VANE JDHNS slave brillianily." D T

KING'S RDAD THEATRE 357 7414 Mon to Thuy on For Cal 357 7414 FRO DOM OF CAL 357 940 THE ROCKY HORDON SHOW NOW IN 175 358 00CK ING YELD

Until Jan. Id Ed ES E2.50 E1 50 Until Jan. Id Ed ES E2.50 E1 50 Until The THORY and Dall Y al 2 ES SUPPLY AND STELLY AND STATT MATINEE THORY and Dall Y al 2 ES SARTY ANY ANY STELLY and SARTY ANY ANY STELLY NOW, NOW THEATHER and AGENTY CONDON PART ADIUM. 01.E37 7374 OPENIMG MAY 25 EOR A SILANDER EASON THE THE ANY ANY ESSON THE THEATHER AND AGENTY LYRIC THEATHER AND AGENTY UTIL THEATHER OI - 1377 TBRB ars 8.0

And Shares and Links & Pre-Theater Burger Bar - ELVIS -Indections appopulation toget-stamping and heart-Ihumoind Obestver I was angolutely sentitive up in it carried along he it refevitionated by the steer verve and spectraling at 15 on Tel. - EVIS -Stangeringty Pirtalvis Stringes. Performed with a verve rare in Greeka monicals The show literaline had the aprismed with a verve rare in Greeka monicals The show literaline had the aprismed with a verve rare in Greeka monicals The show literaline had the aprismed with a verve rare in Greeka monicals The show literaline had the aprismed with a verve rare in Greeka monicals The show literaline had the aprismed with a verve rare in Greeka monicals The show literaline had the aprismed with a verve rare in Greeka monicals The show literaline had the aprismed with a verve rare in Greeka monicals The show literaline had the aprismed with a verve rare in Greeka Thursdow at 8.0 Fre Sal Set 8 as 0 Thursdow at 8.0 Fre Sal Set 8 as 0 Dinner for the show the show as 0.0 Reduced offices for children at 8.45 perfs od these days. CanageRibace The show at 8.0 The 30.0 Reduced offices for children at 8.45 perfs

rse davs. RIDGE THEATRE, Tel 01-238 7040 2 D Richard Grodien tan Talhot in TOAD OF TOAD MALL BOOK NOW

COMEDY. 81-350 3576: 2+4-105 d.00. Sats, and Dec 25 5.30 and 9.30. Mare Thir. 30 (en One 24). Winner of all 1975 Awards Brat Play of the Year Hywell SENNETI In Synp. GRAY'S OTHERWISE ENGAGED D Acted BY MEROId Pinter

Discrete av HEFOID Finiter CRITENDA, CC. 21-836 3210. Evenings 8 54 5 t0 8 43. Thurs 3 00 LESLIE PHILLIPS "Ingercadie a Matter Sun. Times "Highercadie to Sun. Times "Highercadie of Su ORUNY LANE OF 356 8108 Every slant 8 00 starp Mainee Weg and Sat. 3 00 A CHORUS LINE "VOTEO BEST MUSICAL OF 1976 "

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Today

ALGERY, 836 3878 FMS 7.45, Thurs Mat. 430, 5ar, 6:30 and 6. Dec 26 ar THE MAUSICAL OLIVER MUSICAL anth RDY HUOD and Joan Turner Some-sea: avail. 'or certain performances December-Jangery, NGW BOOKING THROUGH 1978.

NOW BOOKTHE THEOUGH 1978. ALDWYCH, 236 6404. Into, 830 5332. ROTAL SHAK 53PEARS COMPANY In repetable. Yonont, Thurs. 7.30, Tomor. 2 30 and 7.30 (no berk, 23, 24 Dec.). THO COMEDY OF BRAKES Idouble awaro with the theory of the theory of the theory of the Communication of the theory Der, 23 Dec.) and Srechwis THE DAY OF THE COMMUNE pest peri 30 Dec. RSC also at THE WAREHOUSE isse under W and at Piccafilly and Saroy Tacatre-

REQUICED PRICES FOR CHILDREN. NATIONAL THEATRE. 928 252. OLIVIER (open aspet): Today 2.30 from or mat.) & 7.30 Tomor. 7.30 THE MADRAS HOUSE ov Harley Granville-Bather. LYTIELION (organicanum stane) Ton'I. 3 TDMO'. 745 fred or p.ts) THE GUARDSMAN us Ferdie Molnar COTTESLDE Ismall auditorium Deens Toniai at 7. Tomorrow 2.30 and 75 inter automatic the state of t Reo. price previews 3 and a Jan. Doens Jan. 41 7.00. Instant Credit Carp Represion Dinner and Tod price Sea. E7.30 aDRTUNE: 43.5 (2238. Evenings, 6) Thurs. 1 Sal. and De., /6 27 at 5 5. Muriel Parlow as MISS MARPLE in AGATHA CHRISTIE'S MURDER AT THE VICEARAGE Third Great Year. Third Great Year, GARRICH THEATRE, 01-938 E801. EV 80 Wed Mais 20, Sat 5.15 and LYN WILLIAMSON DAVID FIRTH AND ROBIN RAY IN THE BRILLIANI MUSICAI ENTERTAINMENT, People SIDE BY SIDE BY SONDHEIM "GO TWICE, 5 MORIAY, Panch, GO THREE TIMES 5 Barbas NYT

Seass available. 10.15 mai romorrow PROSPECT AT THE OLD VIC un repertoire Jan. 16.Mar. 25 HAMLET. ALL POR LOVE, SAINT JDAN. ANTONY & CLEOPATRA Sockings now open. DPEN SPACE THEATRE, DI 367 0969. Tuesday-fsunday Evos, at 6.30. CENSOREO SCENES FROM MRNStrously miloyScie. 107437 6534.

PICCAOILLY. 437 6808 Credit Card big. 435 3952 ez Sat Mon. 1, 67: 30 Sat. 5 15 8.30 W~o 3.60 Dec 20 and Jan. 2 14 5 8 No certs. Dec 23 1 2A. RDYAL SARESPARE COMPANY in RANGESPARE COMPANY in Intercompany in Second Lance Company in Second Lance Compa

BOOK NOW Theatre and Goerre LYRIC THEATRE OI dit TORB ars B.C Mets Thurston Distance of the JOAND States of the States and Pathers Haver in Burget to TRANC States Total Tollard States Total Tollard Distance of the States of the States Total Tollard Distance of the States States of the VEAC States States of the NO PERFORMANCES DFC 24 ROUNO HOUSE, 287 2584. Eves 8. ACTORS COMPANY IN THE IMPORTANCE OF BEING EARNEST THY OKER WING ROYAL CDURT T30 1745 Evs 8. Mars Occ 27. 28 St 12 4 Group T at 3 No orthogo T at 3 No orthogo T at 3 No TREMELING GLANT Dy Joon McGrath See also Theatra Ubstars ROYALTY.

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Advantage of the start of the s

THEATRES MERMAID. 243 /bbo. Rotautani 246 2635 Uaily 5.0 Gold Arish Night Dec. 37 at 8.0 NAVY JDNES ANO MICKY DOLENZ IN HARRY MILSSON'S Savby. CC. 01-816 9888. Eveninos R DO. Math. 1aus. 3.0D Sat. 540B 18.0 No orts. Dec. 33, 24 Savby. CC. 01-816 9888. Eveninos R DO. Math. 1aus. 3.0D Sat. 540B 18.0 No orts. Dec. 33, 24 Savby. CC. 01-816 9888. Eveninos R DO. No orts. Dec. 33, 24 Savby. CC. 01-816 9888. Eveninos R DO. No orts. Dec. 33, 24 Savby. CC. 01-816 9888. Eveninos R DO. No orts. Dec. 33, 24 Savby. CC. 01-816 9888. Eveninos R DO. No orts. 540 B320. No orts. Dec. 33, 24 Savby. CC. 01-816 9888. Eveninos R DO. No orts. 540 B320. Savby. CC. 01-816 9888. Eveninos R DO. No orts. 540 B320. No orts. 540 B320. Savby. CC. 01-816 9888. Eveninos R DO. No orts. 540 B320. No orts. 540 B320. No orts. 540 B320. No orts. 540 B320. NEW LONDON. Ordy. Lane 403 0072 International spectacular with ing massed Supprise i Supprise Supprise i Supprise Supprise i Supprise 200 Mean.-tri. 3.30, and 730. sats 2.00 Mean.-t Onner-Thearre ticket £3.45 NEW LONGON, Orary Lane 403 0072 International spectratular with the Insakal nerectients of Theatra Landret & Circus SURPRISE URPRISE Mon,-Fr. 2.30 and 7.30; Sats 2.00 S DG and 8.00. 41.50-63.50 REDUCEO PRICES FOR CHILDREN. SHAFTESBURY THEATRE. D1.836 6596-7 Evos 7 3D Mat Taury 2.30 Sals 5 DD

SMAFTEBBURT TOUS 2.30 Sets a de and R 00 TICKETS EI SD-E4 00. PAUL JONES A NEW Ibin CENTURY ROCK MUSICAL DRAKE'S OREAM "Many Merry Rhealth. Evening Naws, "Bouncing Vingue" Evening Naws, "Bouncing Vingue" Evening Naws, "Bouncing Vingue" Evening Naws, "Card Reservation" Evening Naws, DI-388 1396, DI-388 1396,

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SHAW. DI-388 139E. Daily at 2.0 Thur 5. Fri. 2.0 and 5.0. A RIGHT CHRISTMAG CAPER a new children's dar 30 Willis (Mall. Masic from start to gillering frink F.T. Cheao prices Easy Parking. 01-338 139E,

STRAND. D1.816 266D. Evenings 80D. Mai Thurs 3 00. Salurdays 5.30 & 8.30. ND SEX PLEASE WE'RE BRITISH IME WORLD'S GREAIESI LAUGHTER MAKER

ST. MARTIN'S. CC. 838 1443. Eves 8.00. Turs. 2.15 S. C. 838 1443. Eves 8.00. AG 531. ann Dry. 26 at 5 8. AG 551. ann Dry. 26 at 5 8. MURLD S. LONGEST EVER WDRLD S. LONGEST EVER RUN 2515 YEAR

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PETER GOSDEND

TH. UPSTAIRS 730 2554, Prov. Dec 31 at 7.30, Oons Jan 2 at 7. Suos 7.30 David Suchet in THE KREUTZER SONATA by Leg Toistoy.

SUMATA BY LEG 10/15/7. VALUBEVILLE, 336 9988. Evol., at 6. Tucs 2.45, Sats and Ore. 26 at 5. 8. Dinah Sheridan. Oulcie Gray Eleangr Summertield James Grast A MURDER IS ANNOUNCED The NEWFST Whodumit BY AGATHA ("HRISTIE "Be-enter Agatha will another who-durit Asatha christie is stalk-ing the West Erd vet again with another of har Ilengibili Indenious murder mysteries. Folus Barker, Evol. News WICTDDIA Bol ACE. J.L.B.M. 1332.

YITDUA GALACE. 01-834 1317. Dec 22 23 24 7 30 Dec 20 onwards Dally 7 30 & T 30 BASIL 8916H'S NEW REVUE BOOM BODLA REGT WEEDON BORBY CRUCH & STAR CO. BDXING DAY PERFS 2.30 & 7 30

Wa REHDUSE. Donmar Trestre. Ravai Shakespeare Comdant Tonigat In 19 Garrie Koeffe premier FROZEN ASSETO. All ceats C1.50 Adv. bkgs. Oldwerk.

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Law Family Muscal BOOK MOW. WEMBLEY FMOIR* POOL Link Feb. 25 LAVIGU IC DANTOMIME HIMAPY DIMAPY "Share sharking spectate" D Tel Turce analitu al 2.5 5 No port. Orc. 24. Et to Fi Children 5 Senior Cita hait rice. Brom Ian 5 Most. 50 Jrl. 7.45. Marc Ian 6. Wed. 6 Thurs al 3. Sats 2.5 3 B Bay at noors. Insulties DITE Spacious Car Oars. WhitEHALL. 010.0 2007 2072

WHITEHALL. 01:030 8602-7765 Mon. in Thirs 8.DO. and and Sat 5:30 OPLINELLA NORMAN SCALES ROSSINGION

BREETENDOCK PARM Wicherliv Funny Christmas Comedu "Not her missen". Grin "EPITOMISES THE BEST OF 7NE WEST ENCO HII ARIOISLY EUNNY "TME OUT. "Beth diaw and cest descrue tak trans-ter" D 7el "Grunella Scales leads 'sole-did cast "O Ero Insuin confermet elephone credit card hooking Ease acting.

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YOUNG VIC TEAT OLD VICT 928 6303 TOPT 7 45 CHARLEY'S AUNT.

SUCE A CAMULE SUCE ATE COMBAS ON SEA AND religion." OALLS Felegraph "MARES YOU SHAKE WITH LAUGHTER." Gds.

INTERNATIONAL FINANCIAL EWS AND

FRANKFURT. Dec. 20.

GERMAN NEWS

26

Builders look overseas

BY GUY HAWTIN

WEST GERMANY'S leading ron- industry, almost overwhelmingly a massive DM724m, order from struction companies are continu- orientaled towards satisfying Saudi Arabia. Domestic orders struction companies are continu-ing their drive for overseas domestic demand. markets, allhough there are signs domestic demand. markets, allhough there are signs dowever, now they are firmly increase to DM4S4m., while over-of an uptorn in home demand. established in many overseas seas bookings slipped from The move to attract a growing markels, particularly in lbe oil DM1.4hn. to DM373m. share of foreign business stems countries of the Middle East The order hook fell hy only direcily from the long recession whice were formerly the almost 9 per cent during the period to in domestic construction activily exclusive preserve of British and DM2.06bn. Of this, the lion's which bas depressed the American concerns. which bas depressed the American concerns. Two of the Federal Republic's months of the current year, re-vious year's DM1.94bn. Two of the Federal Republic's months of the current year, re-vious year's DM1.94bn. Two published inlerim figures being hil by the situation in the three quarters, said that it was for 1977 which illustrate both domestic market. However, its unlikely this year to achieve

for 1977 which illustrate both domeslic market. However, its unlikely this year to achieve their rapidly increasing expan overseas business. "as always," 1976's production performance sion overseas as well as their was conlinuing to produce satis- of DM764m. Despite this, net problems in the home market factory profits. profits were expected to be about : The tone of their reports indi- The group's construction out the same as 1976's DM3.5hn.

promems in the nome market factory prome. The tone of their reports indi-rates that, despite the evidence put in the first 10 months han rates that, despite the evidence put in the first 10 months han rates that, despite the evidence put in the first 10 months han rates that, despite the evidence put in the first 10 months han rates that, despite the evidence put in the first 10 months han rates that, despite the evidence put in the first 10 months han rates that, despite the evidence put in the first 10 months han rates that, despite the evidence put in the first 10 months han rates that, despite the evidence put in the first 10 months han rates that, despite the evidence put in the first 10 months han first 10 months han for a substantial pickup in build. risen by "9 per cent. to DM1.24bn... group rose by a healthy 27 per ing activity at home, the level of it sald. But whereas domestic cent. to DM500m... while external domestic output is still at an output had failen by 2 per cent. turnover was slightly helow the extranrdinarily low level. Bolh concerns—Beinn-und rose by 62 per cent. During the of the previous year at DM554m Minnierbau of Dusseldorf in the period under review, uverseas The order hook stood at mul-western part of the Federal output accounted for 60 per cent. DM1212m... of which DM338m. Republic, and Zuehlin of Stutt- of total production. compared gart in the snuth—have heavily with 48 per cent. in the same DM329m, were placed hy over increased their foreign husiness period of 1976. nver the past three or four years. Beton and Monierhau's inflow DM44m. represented orders is to to the start of the long re- of orders during the period felt placed with the group's works, cession. West Germany's large back by 52 per cent, to DM857m, which makes pre-cast, reinforced construction groups were, unlike hul. the report pulnied out, concrete pipes and pre-fahricated is the rest of West German 1976s figures were dislorted by structural units.

Bank sees decline in Petrofina earnings

By David Buchan

BRUSSELS, Dec. 20. PETROFINA. THE Belgian oil major whose North Sca oil production was temporarily affected by the April "blow ont" of the Ekofisk platform, is likely to report carnings of R.Frs.400 per share for 1977-15 per cent. down on 1976.

This is the estimate of 2 study published to-day hy Banque Bruxelles Lamhert, which otherwise predicts a bright fature for the group. It notes the company is still hoping to pay a 1977 dividend. equal to the B.Frs.174 nel dividend pald for last year.

Petrofina holds a 30 per cent. share in the Ekofisk field production, and production was only slowly restarted after the "blow ont," partly hecause of difficulties over an associated gas pipeline from the Ekolisk field to Emden in West Ger-many, But in addition to its Ekofisk problems, the Bruxelles Lambert study notes, Petrofina this year has faced other problems—poor petrochemical performance, refinery over-capacity in Europe, and the fall of the dollar in which most of lis sales are made.

As a result, the company has seen its slock market quotation fall some 25 per cent. sloce April, compared with a rise of 23 per cent, hetwcen October 1976 and April 1977. Petrofina, for years the most traded share on the Brussels Bonrsc, has this year slipped to third place among Belgian shares.

But the bank stridy predicts a brighter future for the oil company in 1978 and thereafler. with profits rising to over B.Frs.600 2 share next year. This relative optimism is hased, in part, on the company's growing ability to cover itsrefining needs with its own crude production. Petrofina could only supply 28 pcr ceot. of refining needs with its own production in 1977, and the bank study says this proper-

Bruxelles Lambert al50

INTERNATIONAL MERCHANT BANKING **Bank of America restructuring**

BY MARY CAMPBELL

doing domestically by the U.S. America International Oroup Banking Corporation (Wohaco) Zirich, Caracis (heaquarie Glass Steagal Act). and fee staff will be based in seven perhaps to Sociely Financiere Latin Americal, New earning aspects of the hanking centres round the world. The Europenne; and so nn. International America, including Me husiness such as portfolio organisation of the merchant Bank America International America, including Me management and arranging hig hanking husiness will cur Group will cover five kinds of Singapore and Hong. Kon

SY MARY CAMPBELL BANK OF America is reorganis-ing its international merchant banking business. The outward and visible sign of the change was the use for the first time in involve making money on the chant hanking business, Robert a loan for Motor Iherico signed its international Group." The substance consists of struc-tural rationalisation and various changes in lines of reporting md hanking business of the mer-tural rationalisation and various changes in lines of reporting md hanking operations by the his in the phrase of a competitive subsidiaries are hanks of America basks of the commercial business (which US, com-mercial banking turing the to change in the phrase of a competitive together." The new structure is bogether. The new structure is together. The new structure is together. The heave structure is together. The heave structure is bolders in the change of a competitive together. The heave structure is bolders in the change seen do the international banking turing second to change in the phrase of a competitive together. The new structure is bolders in the Mong Various of the most notable features of the international banking turing second the structure together. The new structure is together. The new structure is bolders in the Mong Various of the international banking turing second the structure is in the phrase of a competition together. The new structure is bolders in the Mong Kong-hased business and the overall be theoretical efficiency of its inter-national operations. The stake in things: secund the stake in the Singapore-hased Asian and Euro-American and the stake in the Singapore-hased Asian and Euro-American are London (headquaries the of the mark are hanned from doing domestically by the stake in the singapore-hased of its stak

ties husiness (which U.S. com- As far as the inlernal structure Merchant Bank: il is discussing Europe, lhe Middle Bast mercial hanks are hanned from of the hank is converned, Bank the sale of ils stake in World Africa), Paris, Luxembour

AMERICAN NEWS Chicago, Milwaukee Railroad bankrupt

1977.

Alcan drops

BY PAUL BETTS

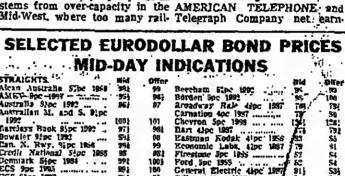
BY JOHN WYLES

 BY JOHN WYLES
 NEW YORK, Dec.

 CHICAGO, MILWAUKEE, St. ways are competing for too little ings increased from \$3.80h.n. to Previous attempts to rally the months ended November 30. Mr. of ittigation.
 auminium facility in the summary of the expected delay to of the expected delay to of the expected delay to of ittigation.

 Index provide a petition for reorganisation under the Pederal Bankruptcy Chicago Milwaukee include a John D, de Butts, the chairman, Laws following increasingly \$9.3m, purchase of Preferred said that he anticipates that theavy financial losses. A subsi- stock by the Pederal Rainrad 1977 "will go into the record poration, whose other interests company has also been seeing and be hopes for further include road construction, land an additional \$19.6m. in Prefer unprovement in 1978. and timber operations, the ence share financing and Federal to company said it had filed for loan guarantees moder the Rail. Wrould not he realistic to bankruptcy because "present road Revitalisation and Regula eroperating results and financial tory Reform Act of 1976. The railway will continue to accentuate the division between to meet all of its obligations as the ailing railroads in to which share in the three months." The railway will continue is and the bandful of prosperons months, net earnings per share operations over its 10,000 miles steady growth in recent years. Mr. de Butts said that the forment, revenue has continue to fall helow expectations and the former category also. in- company faces higher employ of tack under the supervision. The former category also. in- company faces higher employ of ose or more Court-appointed cudes Contral, formed out af the meni costs as a result of union function way and the near file actual to at least is al august, and he fadded that fall helow expectations and the numer railways mere sting refere meno costs as a result of union for the supervision. Th

fall helow expectations and the nine railways are, still a second growth in demand cannot be SHAHEEN NATURAL Reg company was unable to reduce mended as potentially good, in expected to increase as sharply incorporated of New Yar operating expenses any further vestments, including Sonthern as it did in 1977. without impairing service. Pacific which last week started AT and T recently amounced against the bankruptcy on



Beecham Sipe 1290 -96; Borden Spc 1992 Aroadway Rab 44pc 1957 Carnation 4oc 1957 Chevron Spc 1958 Bart 44pc 1957 Eastman Kodak 41pc 1958 Economic Labix, 42pc 1967 Firestone Spc 1955 Centeral Electric 44pc 1967 Ciffert 44pc 1957 101 981 99 982 1003 811

NEW YORK, Dec.

56

been given right to against the bankruptcy on its 100,000-barrels-a-day foundland refinery and to

gramme in its history, with planned spending for 1978 to \$12.5hn. Sihn, higher than in reorganisation proposal ti fors, reports Lyndon from Halifax NS.

IBM lifts payment INTERNATIONAL BUSI Machines Corporatioo said

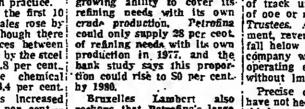
ROME, Dec. SISCITS

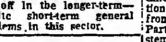
Revere bid . .. ALCAN ALUMINIUM has told a tors voted to iocrease, U.S. district judge in New York cuarterly dividend by 38 that it does not intend to pro- to \$2.85 n share from \$2.50 reed with the acquisition of able March 10, reports R

Revere Copper and Brass Inc. s from Armonk.

SIR/Montedison link

sharebolders incering in late however, it does provide states and the provide states and the provide states are to be although in a circular giving report is that the industry still results for the first 10 months, does not know as clearly as it would like what this unwilling the Board does not give a figure would like what this unwilling for the year's probable dividend. The one of the nuclear option is that the provide the source of the nuclear option will actually mean in practice. The company's supervisory Board also recommended the party conferences of the months. electricity sales rose by the stateholders receive a DMS resulting Cabinet position paper only 4.9 per cent. though there dividend for the husiness year ended last fune 30. This compares with DMS.50 the previous year, but corresponds to a much lower rate of growth of electricity sales in 1977 than had originally heen planned.





These securities have been sold outside the United States of America, This announcement oppears as a matter of record only **Courtaulds International Finance NV** £20,000,000 93% Sterling Foreign Currency Guaranteed Loan due 1989 estralia strallan M. and S. Pipe Guaranteed as to payment of principal, premium (it any) and interest by relays Baok Sipe 1992 an. N. Rwy. Sipe 1983 an. N. Rwy. Sipe 1856 redit National 52ce 1856 comiark Sipe 1985

trizitaetswerk (RWE). West credit is added in. trizitaetswerk (RWE). West credit is added in. Germany's higgest electricity A similar tale of lower than ex-utility, is to raise its capital hy nigte Elektrizitaetswerke West-nuclear power in future only a fifth (DM300m.) to DM1.Shn. falen (VEW). the country's when no other source of supply subject to the approval of a second biggest generating utility. is available. sharebolders' nuccting in late However, it too, promises a satis-resource, and resorting to nigte Elektrizitaetswerke West-nuclear power in future only subject to the approval of a second biggest generating utility. Is available. Sharebolders' nuccting in late However, it too, promises a satis-resource in Essen. Nonetheless, the message that although in a circular giving report is that the industry still

RWE lifts capital by 20%

BY ADRIAN DICKS

originally heen planned. RWE shareholders can expect, with extensions to capacity. nonetbeless, to receive a total During 1977, VEW reports that higher hut for mild weather last cash payment in the region of it has already mayed towards winter, the VEW management DM12.50, that should be well up implementing the new line from says.

BONN, Dec. 20. RHEINISH-Westfaelisches Elek on last year's when the new.tax Bonn. favouring the more inten-

reckons that Petrofina's large petrochemical investments will pay off in the longer-term-

desplic short-term general problems in this sector.

tion division increased its deficit from \$7.3m, last year to \$9.1m.

third quarter of this year, Chicago Milwaukee's transporta-

Precise details of its losses merger talks with Seaboard the largest construction pro-tave not heen revealed hut in the Coast Lines.

AT & T sees Part of the company's problem record year

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-----Times Wednesday December 21-1977

TERNATIONAL FINANCIAL APEA sees encouraging trend in oil drilling

IT LAURENCE STEPHENS

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TREEMBER SURVEY of oil Bass Strait was actually drilled. plans sre concentrated in sees companies in Aostralia The APEA, in fact, warns that Western Australia. The APEA, in fact, warns that Western Australia. The APEA, in fact, warns that Western Australia. Of the planned wells, between imploration drilling will take be treated with caution as last 18 and 23 are offsbore, and 22 provide the planned wells. The Austraploration draining whit take be treated with callion as last to and 20 are onsole, and an here in 1978. The Austra-year's estimates bave not been in 45 onshore. If the lower estimate of 40 exploration wells a petroleum ... Exploration reached. However. APEA executive is achieved next year, it will director Mr. Craeme Maxwell represent the bighst level of said: "The upswing that began Search activity since 1974, whan slowly in 1077 and to be 54 wells were drilled. The figure a sector in the sector of the the outlook for exploration slowly in 1977 appears to be accelerating, and on present trends should culminate in major drilling programmes in 1979-80. for next year 25 per higher than those proposed

RICHARD ROLFE

Mr. J. M. Barry, refers to me on the bank's revenue interest, flowing from dy-curbed credit opera-ind also "becanse we were

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to raise our average

bigher than those proposed is beginning of 1977, and than double the eciual ber of wells drilled thia year. The substantial increase in 1979-S0. Activity was at its peak in The substantial increase in 1970, when 121 new exploration seismic activity forecast for 1978 showed a gradual drop there-ing years." South a maximum of 6S. This inter substantial increase in 1970. Activity was at its peak in the substantial increase in 1970, when 121 new exploration seismic activity forecast for 1978 showed a gradual drop there-ing years." South a maximum of 6S. This inter substantial increase in 1971, 102 in 1972, and 69 in 1973. After 1972, the decline was figures on seismic survey work ahout Governmeot policy. which is a guide to next year's a guide to next year's Betual programme. as work carried out droves.

which as it turned ont was in 1977 measured up well to the On the development side, 34 mistic. Dua largely to indus- estimates. Marine saismic work to 37 wells are proposed for inspites on the Bass Strait totalling between 24,500 and next year, against last year's inspite only 24 wells or 200 kilometres is planned for estimate of between 42 and 46 is an of 21 wells planned for metres estimated for 1977. The drilled in 1977.

Barclays National confident

loan for Bank Rakyat SYDNEY, Dec. 20.

By Wung Sulong

AND

Rescue

KUALA LUMPUR, Dec. 20. THE MALAYSIAN Govern-

ment has announced the lend-ing of 47.4m. Ringgits (£11m.) in the Malay co-operative Bank Rakyat to prevent it from financial collapse.

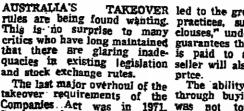
54 wells were drilled. The figure dropped to 23 in 1875, and only 21 wells were drilled in 1876. The Malaysian Prime Minister, Dstuk Hussein Onn, told Parliament yesterday that the sum was an initial loan, and the final loan could be as high as 150m. Ringgits (138m.). Datuk Hussein disclosed details of the massive losses suffered by Bank Rakyat when he presented a hill to allow the Government to manage the affairs of the bank.

According to audited accounts ending last June, the bank had incurred losses amounting to 34.6m. Ringgits, almost twice as much as its shareholders' funds. Datuk Husseln said these losses were incorred becasue the bank had embarked on a rapid pro-gramme of acquiring anb-aidiary companies when it did not have adequate manage-ment and budgetary control. During the past two years,

the bank had gone through severel crises, result-ing in the trial of its former chairman, Datuk Harun Idris, and two other top bank executives.

Dotak Haran, the once powerful chief minister of Selangor, and his bank asso-

Decamber 1977



AUSTRALIAN TAKEOVERS

at a high pitch ogain, but this time there is a difference. There bas been a spate of takeovera which, while legally correct, have clearly been to the dis-advantage of, and discrimicoted ... takeover activity is currently at a high pitch again, but this time there is a difference. There has been a spate of takeovers which, against some usually the small,

individual holdera. Alarmed at the sudden mushrooming of discriminatory offers, the stock exchanges are examining their regulations to see whether any new rules are needed while the state governments are being lobbied on the need to mske amendmenta to their separate but mostly

THE FUJI BÁNK, LIMITED DRIDI I BANK LIMITED

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SOFIS LIMITED

AUSTRALIA'S TAKEOVER led to the growth of undealrable rapidity with which control can prices up to \$A1.40 a share rules are being found wanting this is no surprise to many clouses, such as "escalation change hands if the operation while Brsdmilli was prepared to uses," under which the buyer is carfeully planned beforehand, pay SA1.50 to all bolders but guarantees that if a higher price in one case a raider moved to wisk forced to withdraw. Spot the stange rules. The last major overhoul of the through buying on the market where Dry Cleaner Spotless now has three directors no through buying on the market where Dry Cleaner Spotless to bid for the through buying on the first day, ensure in the intent of the intent of the legislation. Several questionable is provisions of the acts. This bas sporadic intervals, and created a laso led to some deals being cases where the market has been into there also led to some deals being cases where the market has been and to also brief oution, but the pressure recorded through the market used to fill formal offers for all the market. The sole the acts. This bas also led to some deals being cases where the market has been and to the market which, it is questionable, could shares, but leaving minority are been and to been up any using sone the arket were the market has been and to come which the anarket where for for for market. The sole governaments seeking the market has been and to come which the anarket where the market has been and the present in the market where the market has been and to the market where the market has been and the present in the market where the market has been and the presentations to beek up any using minority are been and big buyer in the market where the market has been and the they with the market where the market has been and the there are been and the they with the market where the market where the market has been and the the anarket where the market has been and to to market they would be pre-TAKEOVER led to the growth of undesirable rapidity with which control can prices up to \$A1.40 a share

Rules found wanting

BY JAMES FORTH IN SYDNEY

while legally correct, have clearly been to the

disadvantage of, and discriminated against

some-usually the small, individual holders. . .

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to the State governments seeking legislation to back up any listing changes they recommended. The chairman of the Australia Asso-ciated Stock Exchanges, Mr. Brian France, said that various amendments may be developed to amendments may be developed to prevent repetition of "recent acquisition techniques which the exchanges believed wore unde-sirable, and to give better protection to small share-

The back-up legislation would be needed to make listed and non-lisled cotities subject to

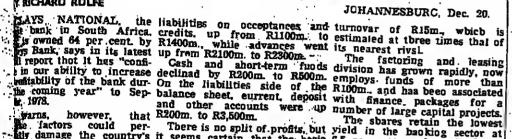
need to make amendmenta to their separate, but mostly uniform, companies acts. The last major changes to the companies octs were made late in 1971. The principsl amend-ment was almed at tightening up on discriminatery offers. Uotil 1971 a buyer could obtain up to onse third of a campanya capital before its sctivities con-stituted a takeover offer to which all the fermal requirements of the market, in some cases informed. The security is sciented to he "normal" holders locked in withnut the transactions, with buyer and opportunity in scit at the offer price. These inarket operations, "The stick exchanges are used to be known as "creeping takeovers bas resulted in the takeovers" and were tolaraied existing rules coming under that control was nbiomed over several cases recently where that the market, and share-byters have parchesed control holders were therefore fully stances such as when the raider will not provide sufficient infor-mation for the maintenance of

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Durate Harma, the once one of the second option several control holders were therefore fully standard control holders were convicted by standard control holders were therefore fully standard co



warns, however, that R200m. to R3,500m. The sbares retain the lowest the factors could per-tiy damage the country's it seems cartain that the basic 6.5 per cent. and ot the latest "" unless socio-polltical banking husiness contributes the price of 355 cents. market "" unless socio-polltical banking husiness contributes the price of 355 cents. market "" unless socio-polltical banking husiness contributes the price of 355 cents. market "" unless socio-polltical banking husiness contributes the price of 355 cents. market "" unless socio-polltical banking husiness contributes the price of 355 cents. market "" services, Barclays National indi- dividends up from 14.5 ceots to " record operating profit of cates that Barclayeard, with 23 cents over five yeors. this may acbieved after i bad hearly 350,000 cardholders in rating is looking for continued provision R11m. higher South Africa, bas 8 montaly strong growth.

New bid move by Murray

HARD ON the heels of the The bld for Crown Mills is

and reserves rose from lngs, an investment company ing company. Maochussr Hold to R237m, over the year, whose main asset until now has ings, ss the "vehicle" for the consulidated assets rose heen o 30 per cent, holding in acquisition. These Grows a Must Manual assets in customers' worth Rich. wiev of Mirray and Roberts.

JOHANNESBURC, Dec. 20.

BY RICHARD STUART JOHANNESBURG, Dec. 20.

ARD ON the heels of the The bld for Crown Mills is a R7.5m, bid for the listed Elgin strange move from the country's billity of baok credit." these conditions, profit for anothed listed company, based food group specialising in the somewhat longer inn-being conducted through the furthest thing removed from Set of the furthest thing removed from the country's and Stewart, but this time in Anchuss and Murray and Stewart, but this time in Anchuss and Murray and Stewart company ins company. Macchuser Hold

Fisons International Finance N.V.

All these securities having been sold, this announcement appears as a matter of record only.

£10,000,000

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FIRST CANADIAN FINANCIAL CORPORATION BIV. THE SUMITOMO BANK LIMITED

ANGLO-9DMANIAN BANK LTD BANCO EXTERIOR DE ESPAÑA-MAURIO 5ANK OF MONTREAL THE BANK OF TOKYO, LTD BANK OPPENHEIM PIERSON INTERNATIONAL SA BANDUE COMMERCIALE POUS L'EUROPE OU NORO LEUROBANKI CENTRAL WECHSEL UNO CREDITEANK ACTENGESELLSCHALT THE CHUD TRUST AND BANKING COMPANY LIMITED CREDIT CHIMIQUE CREDIT CHIMIOUE CREDIT CHIMIOUE CREDIT INDUSTRIEL D'ALSACE ET DE LORRAINE LUXEMBOURG DEUTSCHE GIRDZENTRALE INTERNATIONAL S.A. F. VAN LANSCHOT BANKIERS ICURACAOJ N.V. HAMBURGISCHE LANDESBARK-GIRDZENTRALE-THE INDUSTRIAL BANK OF JAPAN, LIMITEO THE INDUSTRIAL BANK OF JAPAN, LIMITEO THE INDUSTRIAL BANK OF JAPAN, LIMITEO THE INDUSTRIAL BANK OF JAPAN, TRUST COMPANY INTERNATIONALE GENOSSENSCHAFTSBANK AG KANSALI IS INTERNATIONAL BANK S.A. KANSALLIS INTERNATIONAL BANK S A. THE KYOWA BANK LTD MIDLAND BANK LIMITED THE MITSUI BANK LIMITED MOSCOW NARODNY BANK LIMITED NATIONAL BANK OF HUNGARY THE NIPPON CREDIT BANK, LTO OSTERREICHISCHE VOLKSBANKEN AKTIENGESELLSCHAFT HBC FINANCE B.V. THE SAITAMA BANK, LTD THE SANWA BANK LIMITED THE TAIYO KOBE BANK LIMITED WELLS FARGO BANK, N A.

4.325 THE CHASE MANHATTAN BANK, N.A.

CLIFE PLE 1917

Financial Times Wednesday December 21 1977

WALL STREET + OVERSEAS MARKETS Further 2.5 loss at mid-session

BY OUR WALL STREET CORRESPONDENT

28

NEW YORK, Dec. 20.

The U.S. dollar fell below 2 CURRENCY RATES Drawing Bights A 1)00 0.645919 1.20451 1.31460 18.4860 40.4264 7.12107 2.66681

FOREIGN EXCHANGES

Pound firm

Stacling touched its highest cent from 4.63 per cent. level against dollar since April 1 Gold fell \$1 to \$1591-160 in last year, in the foreign exchange fairly quiet trading. market yesterday, although the trade-weighted index was still slightly below the best level Oold Crins. Itomestimily: Itomesti DEUTSCHE MARK against the S Gold Coint... (Internat.ib) Krugerrand...\$18412-1661: \$1653-(128714.8814) (128814) N'w Sotr gns.\$4934.913 (22072-3712) (12844) (12851-2714) (1284-1 (12851-2714) (12851-1) (12851-2714) (12851-1) (£261-271-1) (£361-\$20 kinglet ... \$261 4-254 4)\$950 SWISS FRANC FOREIGN EXCHANGES agaihst the \$ NAMJJASCNO Dec. 30 Der's

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0.547678 1.20078 1.36516 18.4438 40.5023 7.13038 2.67110 8.78168 5.77987 1055.09	Franktøri	5.55-4.91 74.94-75.59 162.44-163.68 2 1.828-1.654 2 1.828-1.654 2 8.91,-5.91 8.81,-0.994 4 648-458 3 28.56-22.78	8.587 75.80 162:41 1.646 5.87
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GOLD MARKET

Dec. 30

OTHER MARKETS

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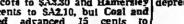
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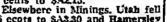
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Indices	N.Y.6.E. ALL COMMON	Bises and Falls : Dec. 13. Dec. 16. Dec. 15	Industrial leader BBP improved 4 cents to \$A5,62, while Bank of NSW were similarly bigber st		Brazil
NEW YORK-DOW JONES	Dec. Dec. Usr. 19 16 10 14 High * Low al.24 81.81 61.861 61.801 57.07 43.72 (4/11 (2/11)	Isrues 1 mder1	SALSO. Santos moved ahead 7 cents to \$42.97 in Olis. JOHANNESBURG-Gold shares eased in quiet trading on general lark of iolerest and lowec	Parata 10, 20, 10-00 (100 100) Brussela, 10, 72-16 (33,05-10 (35,54) London, 3,9,7899 1,1800-10 (35,54) London, 3,1250-10 (35,54) London, 3,1250-10 (35,54) London, 3,1250-10 (35,54) London, 3,1250-10 (35,54) London, 10,1200-10	Kowatt 0.23-0.255 (orene, 3. Luxemb's, 52. 15-025 (orene, 1. Matayata
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C tilities 110.88 111.28 111.28 110.82 111.64 113.57 163.52 10.68 Tracing col. 200"a 1 21,150 20,270 21,610 22,110 18,190 18,190	JOHANNESBURG Gold 194.1 - 19- Indostriala 208.8 - 20	4.8 195.4 214.7 (17;10) 133.4 (24-5) 8.8 209.5 211.2 (14;10) 1 168.1 (22,4)	NOTES: Overseas prices shown below exclude 5 premium. Belgian dividends are after withholding tax.		FORWARD RATES
"Kasis of unles changer from August 24.	Dec. Prev., 1977 + 1977 50 + Jour High Low	Den. Pre- 1977 ; 1977 20 resus Righ Low	 DM30 denom, unless otherwise stated. Pras.500 denom, onless otherwise stated. Kr.100 denom, unless otherwise stated. Fra.500 denom, and Bearer shared mices otherwise stated. TY en 50 denom. 	7 dama multan 61, 61a 57-61a 61a 63, 61a 81a 707-10 81a-93a	New York par-0.18 c.d.s. 4, 123 Montreal . 0.97-0.17dis
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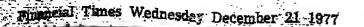


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FARMING AND RAW MATERIALS Hong Kong World cocoa surplus silver forecast for 1977-78 market plan

HONG KONG is to get a new

COLD M

there of the Commodity Ex-mine in New York. The mical delivery point will also in New York.

Trading rules and other regu tions are now being drafted, a trading times will be set at mme hours as those for gold ing.

Froubles over

offee price

SAN FRANCISCO, Dec. 20. ILS BROS. Coffee Inc. con-

BY OUR COMMODITES STAFF giver commodity market early part year, the Hong Kong Trade WORLD COCOA production is Coast, hypelopment Council said yester-likely to exceed consumption by 229,000.

farm land Financial Times Reporter

WORLD COCOA production is Coast, 255,000 tonnes against Germany may lead to a 6 per and Wales for the three months FARM LAND prices in England

Setback in

prices of

Development Council said yester Development Council said yester about 99.000 tonnes in the South American production is Mr. Won Hon-Fai, chairman of Chinese Gold and Silver Chinese Gold and Silver about 99.000 tonnes in the Latest market report from Brazil's output rising to 3,850,000 for 1978 is the biggest of the published to-day. The forecast surplus is in South American production is about 99.000 tonnes in the London merchants Gill and bags (60 kilos each) against major consumer nations. The South American production is the published to-day. The forecast surplus is in World grindlogs of cocoa are zero growth" in coosumer field to the Inland Revenue Ordinary shores on Hotalion in per cent. to 47 per cent. accord- market is good supplies of pics the new market nerver 1. The forecast surplus is in the last Anoual Price Re- are attracted to that mulict. This

Bacon curing the

Achilles heel

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bacon and ham curers and small goods manufacturers to compele against those imported products with ony real hope of success." the group stated.

went wrong was in huying the Marsh Harris bacon interest Full results Page 11

Upward trend for sulphur prices

ionly E39 higher at £1,717.5. Unce the downward trend was moves to secure releases of some Finance Ministry.	ST6.60 at the Cartaret. New pump mining and accounts for have been increasing rapidly
OMMODITY MARKET REPORTS AND PRICES ASE METALS metal started in London at 14.57. If is.a. + or i.u. +	Australian

Tin market tumbles again

BY JOHN EDWARDS, COMMODITIES EDITOR

ed Press reports it has altributed to reports of fresh International Tin Agreement, metal problems due to declin. arrivals of unsold the from coffee prices, reports Malaysia, beloing to relieve the Unlikely sbortage of immediately avail-

In the company added it was here with a fair under service with a fair under service was here with a fair under service with a fair under service was here with a fair the construction was here with a

domestic prices. Reater reports from Tokyo:

Japan plans emergency imports heen helped by exports of wheat of up to \$110m..worth of non-1to Russia in renavant of

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12-112 he cd he ds wr 10-10-10-in

TIN PRICES numbled on the established it triggered off of the surplus tin stocks betd in London Metal Exchange yester-chartist and speculative selling: the U.S. stockpile are likely are likely are likely are likely by K.K. Sharma b

comes

more than \$1,000 per home for bacon from whichever source it

The price has remained a

around this figure for the last two years with Danish bacon

showing a small premium. There

London merchants Gill and bage für klasses für statis sutput räng to 3280000 for 1975 is the biggest of the production and the set of the recovery in 1976 recent random rando inized up with a number of the larger firms. No one company has ever succeeded in dominating this trade because of the coro

FMC RESULTS

petition of small men with no

Indian grain overbeads. Where I always helieved FMC stocks down

shops, The running down of the large foodgrain slocks has also

LME-TURNOVET 155 (64) fets of 16.866 ounces. Manning: Three months 251.1, 51, 50.8, 51, 50.5, 50.3. Kerbs: Three months 258.3, 50.2, 50.4, 50.3. Aftermooo: Three months 250.3, 51, 51.1. Kerbs: Three months 230.3, 51, 51.1. Kerbs: No.1 Testering's Provious Buriness R.S.S. | rices close dons Sogar-No 11: Jan. 6.36-5.70 19.70), March 6.34-9.35 19.31, May 6.76-6.77. July 9.99-10.06. Scol. 19.15-18.16, Oct. 10.25-10.26, Jan. 10.47 pom. Alarch 19.75-10.83, May 19.90-11.00. Soles: 2,300. **GRUPPO FINANZIARIO TESSILE** Nominal. 1 Uopuoted. a Seller's quoia-iton. r Crois a cound. r Estant London-full. m Fab. n Jan. p Jan.-Fab. q Dec. Jaa. r Dec.-Fab. o Feb. Mar. u Frb.-Aoril. SUGAR · MUSCAT, Dec. 20. SOUTH KOREAN trawlers will Jan.'44.69.46.50 48.77.48.86 Jan.'44.69.46.50 48.77.48.86 Feb.'44.69.46.50 48.77.48.86 Feb.'44.69.46.50 47.20.47.20 Jan. Jar. 45.84.45.87 47.20.47.20 Jan. Jar. 45.84.45.87 47.20.47.20 Jan. Jar. 45.84.45.97 47.20.47.20 Jan. Jar. 45.84.45.97 47.20.47.20 Jan. Jar. 45.84.45.97 48.45.45.87 49.44.10 41.50.4.10 Jan. Jar. 45.84.45.97 48.45.45.87 59.45.80 48.56.10 Jan. Jar. 45.84.45.97 54.45.44.10 48.50.4.10 Jan. Jar. 45.84.45.97 54.20.52.20 52.50 52.70 52.90 Jan. Jar. 45.84.44.97 54.45.44.15 54.45.54.55 Jur. 55.20.52.20 52.50 52.70 52.90 Jan. Jar. 45.84.46.97 54.45.44.15 54.45.54.55 Jur. 55.20.52.77 55.45.76 57.75 54.05.54.15 57.70.47.56 Jur. 500 48 Jun. 47.55 Jun. 47.550 1-0.4.12 Feb. 40.7569 (44.551: Jan. 47.550 1-0.4.12 Feb. 40.7569 (45.561: Jan.410 1000 0 Feb. Tia-573.00-568.00 asked (580.00-585.00 usked). Società per Azioni-2 Per 100. Capitale Sociale L. 5,000,000,000 COCOA "When-Dec. 2355 asked (2355), Alarch 265-2655 (2644), May 2694-2601, July 273-2734, Sopt 2784, Dec. 2631-2654. Fallowing adustments against New York with Gollar weakings values were pushed lower by charitet selling, reports Gill and Doffus. FINANCIAL TIMES dead Office: Torino (Italia) Corso Emilia, 6 WINNIPEG, Doc. 19. 1; Rys-Dec. 114.00 114.801, May 115.50 (116.00 asked), July 112.00 0001. Dec. 19 De . 16 Month ago Year ago Testerday's + or Business Close - Done 239.49 :239.22 241.12 245.19 [2ape: July 1, 1952=109) COCOA 110aus-Oce. 7450 174.50 bid. May 72.00 172.00 25ked. July 70 50 asked. U.S. \$ 6,500,000 CONVERTIBLE BOND 10.50'mtr'1 was ooi immediately koown. The Koreans will fish a 600km cosstal stretch from Salalah to REUTER'S #Barley-Bec. 75.30 (75.60 bid), May 75.80 asked (75.60 bid), July 74.70 asked. LOAN Larch Comm. De. 20 Dec. 19 Month ago Tear ago SeFlaxseed-Bec, 209.00 bld 1211.40 bid1, May 214.50 (218.00), July 218.00. SOYABEAN MEAL the Islaod of Misirab, and will 1415.6 |1417.0 | 1485.9 | 1647.3 (Base: September 15, 1951=199) 8% 1973-1981 Wheat-SCWR5 13.5 oer cent, protria moleot cif SI. Lawrance 3834 (355). wheat-SCWAS 13.5 of Cell, provide coolect cil SL. Lawracce 3831 1355. All cells per pound ex-warehouse unless otherwise stated. "Ss per troy ouoce-100 ounce 1015. * Charago loose Ss ser 100 Dis.-DLPL of Ag. prives pri-vous day. Prime Steam 1.0.5. NY bulk tank cars. 3 Cenus per 55 Bb. bushel ex-warehousr. 5,000 hushel lois. § Ss per reat, purity dalivered NY. 5 Cenis per reat, purity dalivered NY. 5 Cenis per reat. purity dalivered NY. 5 Cenis per reat. purity dalivered NY. 5 Cenis per reat. Durity dalivered NY. 5 Cenis per coutract in Ss a short ton bor bulk lots. of 100 short lons delivered 10.5. cars Chicago, Toledo. St. Louis and Allon. "Ceaus per 68 Bb. bushel 12 Cenis per 46 B, bushel un-warehouse. H Cenis per 46 B, bushel un-warehouse. 1000 bushel löts. N. 8 DIVIDEND COUPON PAYMENT DOW JONES Dow | Der. | Der. | Monthi Year Jones | 19 | 16 | ago | agu **JANUARY 1st, 1978** we bearers are hereby informed that the expiring Spot. ... 365.43 553.68 362.71 364.30 Potare 324.89 524.37 328,9 1 364.25 apon will be payable as from January 1st, 1978 LOURTEEL Londom coffee roke steadily resterday despile early sirement is sterling, reports Dressel Burnham Lambert. Most supro-sive humary over March to 1900. Train and Link super was 4 LONDON SOYABEAN DIL-The Multited basis while super was 4 LONDON SOYABEAN DIL-The Multited basis while super was 4 LONDON SOYABEAN DIL-The Multited basis while super was 4 supro-sive humary poet March to 1900. Train and Link super was 4 LONDON SOYABEAN DIL-The Multited basis while super was 4 LONDON SOYABEAN DIL-The Multited basis while super was 4 supro-super super (Average 1894-25-28=190) the following banks: BANQUE GUTZWILLER, MOODY'S Moody's Der. Der. Month Tear URZ. BUNGENER S.A. GENEVA; BANCA DEL OTTARDO - LUGANO: BANQUE INTER-Spie Commry 885.5.870.8848.6 |850.6 ATIONALE A LUXEMBOURG S.A.: BANCA December 31, 1931=1001 REALPINA - LUGANO; ROTHSCHILD BANK

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STOCK EXCHANGE REPORT Gilts end below best but help equities to improve Bear closing puts index up 9.8 at 479.6-S. Africans weak

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Financial Times -Wednesday December 21 1977

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	Government Sers	77.68	77.52	76.82	78.59	76.31	75.88	69.2	
÷	Fixed Interest	80.53	70,78	78.36	79.00	78.76	78.66	693	•
- 1	In-instrial Ordinary	479.8	469.8	471.9	478.1	474.0	476.9	8.5	
·	Gold Mines	129.8	137.0	139.0	139.8	139.6	137.4	11	
1	Urd. Dry. Yield	5.57	5.66	:5.65	5.65	6.64	5.60	5	
	Earnings Y'ing fuin(")	16.90	17.19	:17.14	17.09	17.05	18.92	20	
	P:B Ratio (net) (**)	8.40	8.26	8.28	. 8.3t.	8.33	8.39	2	
ŧ I	Dealings marked	4,001	3,407	\$,5 69 '	3.579	4.131	4,513	4.6	1
2	Equity turnover £m	!.	45.23	49.60	57.12	59.10	54.58	61	

FINANCIAL TIMES STOCK INDICES

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10 a.m. 473.L 11 a.m. 473.2. No00 479.2. 1 p.m. 479.2. 2 p.m. 473.2. 3 p.m. 479.2. Latent index 92.246 9025. Based on 82 per cent. corporation 122. + NII=5.34. Rasis 106 Govi. Sees. 13:10:29. Fixed Int. 1933. Ind. Ord. L.7.33. Mines 12:8:35. SE Activity July-Dec. 1942. - Corrected. Dec. 16 M ratio 3.33 (not 2.16).

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	8 igh	Low	High	Low	• .	0 me_ i	114
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Fixed Int	80.60 (1/10)	60.49 ² /1)	160.4 425/11 47)	(5/1,75)	tipechiative	85.3 - 91.1	ΓĒ.
Ind. Ord	549.2 14/9	\$57.5 (12/1)	549.8 (14,9/i/i	(25/6/40)	5-day Vy'rage Olit-Edged Industrials	129.0	121
Gold Mines.	174.5 48/101	85.1 172	442.3	43.5 731,107/11	Speculative	23.7 64.1	20

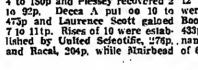
OPTIONS TRADED

DEALING DATES Burton A. Midland Bank, Consideration of the recent divi-dend paymenl. Golds sharply lower The withdrawat of the Cauadian Trade Commission from South Africa was the prima motivation for the fresh hout of weakness

Shore Information Service. arranged in English Pro-Money was giveo for the call Premier Consolidated. Br of Associated Leisure, British Shaw Carpets, Town and Petroleum, Burmah OIL P and O De Vere Hotels, British Deferred, Vickers, Charterhall, Steetley, NatWest War, Deremier Consolidated EMI Basel Orma Data War. currency premium were stdi-tional adverse factors. Consolidated, EMI, Racal, Orme Development Hawker Siddeley, Associated Leisure. Ultramar,

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-ACTUARIES SHARE INDICES

These indices and the joint compilation of the Financial Times, the Institute of Achurr and the Faculty of Actuaries

ACTIVE STOCKS

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This week the Book Page	$ \begin{array}{cccccccccccccccccccccccccccccccccccc$	EQUITY GROUPS	Tues., Dec		Moa. Dec. 19 16	Thars. W Dec. D 15	Vard. 3 Dec. 114
will be published in	Assoc. Dalries 25p 7 245 + 5 293 141 Burmah. Oll El ² 7 31 + 2 83 41 Corat Leisure 10p 7 223 + 7 253 103 Distillers 30p 7 173 + 3 193 120 Grand Met.	GROUPS & SUB-SECTIONS Figures in parentheses show number of stocks put section	Index Day's Yiel No. Change Cor Yiel Tas 5	L Gross Bat. Dir. P/E. d× Yield & Rado s.) (ACT (NeL) p. at 347.) Corp. Tax Sec.	Index Inde No. No	Indes Indes No. No.	der 1 No.
Friday's issue of the		1 CAPITAL GOODS(173) 2 Suliding Materials (28) 3 Contracting, Construction (26)	20510 +1.9 17:	26 5.70 8.20	201.19 281	0 209.76 201 0 183.55 183 4 319.22 322 7 437.82 438 8 204.48 283	3.92
FINANCIAL TIMES	RECENT ISSUES	4 Electricals (15) 5 Engineering (Heavy)(9) 6 Engineering (General)(67) 7 Machine and Other Toots (8)	289.96 +1.9 20. 158.76 +1.6 18.1 199.46 +0.2 21.1	59 3.85 8.27 84 3.91 9.69 15 6.27 6.66 89 7.03 7.46 82 6.01 6.67 36 7.79 7.25	184.24 184.1 321.80 321.4 437.76 441.4 284.62 285.1 156.35 156.1 109.21 ²¹ 110.0 156.86 256.4	8 294.48 283 0 156.02 156 118.20 110	3.62
instead of on Thursday,		8 Miscellaneous (20) CONSUMER GOODS 11 (DURABLENS) 12 LL Electropics, Radio TV (15)	190.06 +2.8 17. 227.85 +3.3 15.	42 4.79 6.36	1 1 1		4.89
as is usual	Price 2 = 1 = 2 p:	13 Househeld Goods(12) 14 Motors and Distributors (25) - CONSUMER GOODS 5 21 (NON-DURABLE)(173)	180.15 +1.0 17. 115.42 +2.4 21. 200.56 +1.9 15.	7 5.53 0.48	1 . 1	4	6.91
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e apologise to readers for	FIXED INTEREST STOCKS	25 Food Retailing [16]	126.97 +2.7 20.	09 4.34 11.12 88 3.65 15.21 89 7.42 6.96 03 4.11 15.71	204.07 204.1 330.69 329.1 123.65 -123.0 189.17 188.4	5 328.38 22 6 123.46 12 3 189.26 18	102 244 72-65
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FRACKEN HOUSE, III. CANNON STREET, LOADON EOUT 454 elex: Edilnrial 886341/2, SS3597 Advertisements: 885033 Telegrams: Finantimo, London PS4 Telephone: 01-248 8004 Fur Share Index and Business New Summary In London, Birmingham, Fur Share Index and Business New Summary In London, Birmingham,	"RIGHTS" OFFERS	70 Miscellaneous (7) 71 Investment Trusts (50) 81 Mining Finance (4) 81 Overseas Traders (19)	105.72 +1.0 22.0 203.92 +0.4 2.9 385.78 +0.5 17.9 209.39 +1.1 16.3	61 7.45 6.16 99 4.47 33.50 56 6.60 6.62 36 6.80 8.00	104.67 104.3 203.12 203.3 88.38 88.9 277.35 277.9	6 104.58 10 2 203.32 20 5 88.69 8 8 276.96 27	107. 1177.
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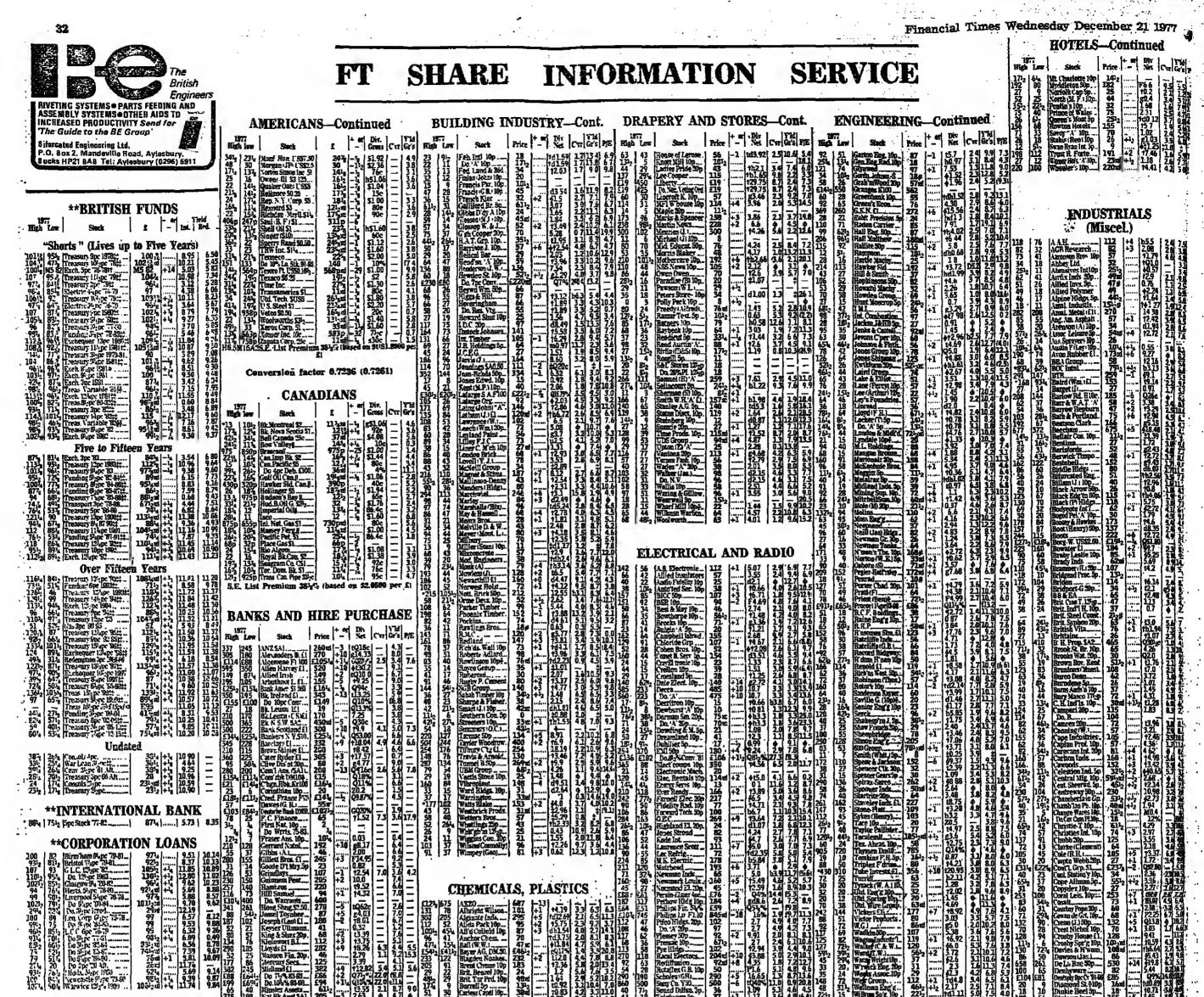
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FINANCIAL TIMES

Wednesday December 21 1977



Big textiles switch by **Rhone-Poulenc** group

BY DAVID CURRY

RHONE-POULENC, the French facilities in Europe for making . These activities include rayon chemicals group, has announced nylon textile and carpet yarn, and Viscose fibre. Certain syn-a drastic reorganisation of its polyester and nylon fibre and thetics, including acrylic aod textile activities. Textile manu-polyester textile yarn. chlorofibre, also come ioto this textile activities. Textile manu-polyester textile yarn. Together with monofilament category. polyester and industrial Recount facture al five sites in France is

the market there ulight he. The investment programme will he at Rhooe-Poulenc's Arras. Cauchy and Volence plants. where Frs.450m. (553m.) is to be spent to create what M. Gandois can be found hut without com-said would be the most modern mitting significant investment succeeded by M. Albert Diehl. **LTich Court rules to.day Threatoff** The company has a series of the company has a series of spent to create what M. Gandois said would be the most modern mitting significant investment succeeded by M. Albert Diehl. **Threatoff Threatoff Threatoff**

High Court rules to-day

PARIS, Dec. 20.

Drive to control offshore element in banking fringe

BY MARGARET REID

eventually to be abandoned. At polyester and industrial Recounting the "sad litany" THE GOVERNMENT has registered companies operatiog the same time, extra investment polyester yaro, these activities of the European textile industry's recently conducted a drive to cut in Britain, just as it has long

hanking field. Banking Corporation, a concero As a result of this investiga- registered in Anguilla with a tion, which extends well beyond paid-up share capital of \$3 (\$1.64) which extends well beyond paid-up share capital of \$3 (£1.64) and this means that profits in reported earnings. However, the group bopes to be in shores of Britain, shout 30 —the notice to cease to carry on the final quarter are not much this is a group which has always black for the year as a will be have been arrested and business under the existing name more than half what the City asked to be judged by its record Meanwhile borrowings; people have been arrested and business under the existing name

people have been arrested and business under the existing name are facing fraud charges. took effect after the end of The Department of Trade November. recently acted under powers The authorities in Anguilla, given to it by Section 31 of the the small West Indian island. Companiea Act 1976 to give bave also recently tightened their notice to certain overseas. curbs on companies with bank-registered companies operating type names. Anguilla's Official in Britain that it is uodesirable Gazette of September 9 this for them to conduct busioess year recorded 125 companies, under. Iheir existing. names. most with names including the effect to April. closes a Koophole lar, as struck off the companies by enabling the Government to register. had been expecting. final quarter, which traditionally

hy enabling the Government to register. control the names of overseas-Feature, Page 12



BRUSSELS, Dec. 20.

CANADIAN uranium supplies to Euratom Treaty provides for free

CANADIAN uranium supplies to Euratom Treaty provides for free to fille within the EEC will be resumed from flow of nuclear supplies within January 1 under a new agree the European Community. January 1 under a new agree the European Community. Interportiding for tighter safe- French Ministers agreed to day guards, approved yesterday by to the Canadian safeguard agree the Canadian Government and ment mainly because they do not endorsed here to day by all EEC feel bound by it to accepting the eventual recommendations of the eventual recommendations of the states. International Fuel Cycle Evalua is they had be no further clarification until industrial and commercial side. offer of f121m, will not be in the state in

The pound was again in the limelight yesterday. At one Index rose 9.8 to 479.6 industry as a whole over point it nearly touched \$1.90 before closing at \$1.8805 and The pound was again in the

eventually to he abandonced. At polyester and industrial Recounting the "sad litaby" THE GOVERNMENT has registered companies operations in the solution of the curve neutron is traited and polyester. The plans are aimed at tacking to make the semi-finished and failshed tex-in Britan with names locking to powerful force in lite main difficulty was the import of registered companies operating of British-registered companies. The plans are aimed at tacking there will be no factory close of the French market and 57 per As a result of this new clamp on the outer fringes of the back of the company and that sales would be virtually on the with are to base closers with the factory be polence of the french market and 57 per As a result of this new clamp on the outer fringes of the back of the company and that sales would be virtually was that indivity but affirmed that one of which are been officially notees of this kind to the back of the seven of glaty cances of the first exceeding the same the fully market with the are stodying the family to the family the family the family the family the family out the same story of the seven of the fully market with the family will eventually on the with are story of the seven of the fully market with the family out the same show for of the there will be not closer of the family with the seven of the family out the same story of the seven of the family with the seven of the family with the seven of the family with the seven of the family out the same story of the seven of the family with the seven of the seven of the family with the seven of the family

Of course it is always difficult

Lourbo

rose by 35 per cent. for

LOGAL AUTHORITY YEARLING BONDS YEELD AT WEEKLY ISSUE

H D Z 4 L H A H

THE LEX COLUMN

A final quarter

jolt for Lonrho

Part of the reason must be the group is tying more d bending to variable rates same sort of hoost as the off also appears to be funding book longer which delays

FMC

FMC's trading problems received plenty of publicit received plenty of publicit recent weeks, and they are quantified with news g £427,000 loss in the half-ye October compared with h For the first time in its evant pre-tax at the beginning of this according to the Board, a

ful history Lonrbo bas published year. mark the nadir. Sharp a decline in its pre-tax profits. Lonrbo's stock market image head reductions are experient The figure for the year to Sep- is not exactly glamorous; at 79p cut the losses in the bacon tember emerges at £88m. com- the shares yield nearly 13 per tories, while the meat div pared with £93m. in 1975-76, cent and sell at just three times is already out of the red.

Meanwhile borrowings rising. Deht has edged u wards £15m -nearly al which is sbort term-co with tangible sharehol

to get the sums right with Lloyds and Scottish Lonrho, especially during the Lloyds and Scottish Lloyds and Scottisb. wisely funds of £14m. FMC's i accounts for about balf the skirted clear of property lending diate needs are covered, year's attributable profits. The in the past and consequently it at some stage in the out latest period was particularly does not have the sort of re distant future, the proba hard to assess, given adverse covery potential of some other is that the groop will want currency fluctuations. But a dis- finance houses. Nevertheless, a money if it wants to cont appointment on this scale must rise of only a fifth in pre-tax pro- to expand turnover which be disturbing given that it fits to £17.4m. is disappointing currently running at

comes at the end of a year in giveo the sharp fall in interest £400m. which the company has made rates this year and the buoyancy That could be awkward fi two rights issues and a string of the instalmeot credit group currently capitalised gronp currently capitalised just £7m.: NFU Develop

At the bottom lice Lonrho Earlier this month Lombard Trust, which owns 72 per d bas published an increase in its North Central, for example, re- of the equity, is a chin earnings per share-up 0.1p a ported for the same period its limited by guarantee without share to 26.2p per share after a first half profits fell hy close to share capital which der share to 25.2p per share after a first nair properts tell by close to source capital which with a first nair property doubled in most of its income from H ever, the figure that really the second half. By comparison, dividends. This years at catches the eye is the jump in Lloyds and Scottish's profits ment, if any, is uncertain A net interest payable from film, grew by 15 per cent, and 25 the City will be at invitit, to f22m, which indicates a very per cent, in the first and second provider, for although minor

Admittedly, Lloyds and Scot. out by the Trust wheo Bart soc

Piciain

AL CHARDES

Decen

• 120

LECAL DECISIONS expected heard srguments by leaders of to-day could virtually affect the the three areas—Yorkshire, course of miners' pay oegotala- South Wales and Kent—that the tions and therefore the Govern- national executive's decision to ment's chances of holdiog the allow the nnion's constituent line on its wage restraint policy, areas to negotiate what is in The Higb Court is to give effect the same scheme, is in indoment in cation by three heavier of the variation of the trained for

judgment in an action by three breach of the union's rule. The Left-wing led areas of the pithead hallot unexepectedly National Union of Mineworkers rejected the honus plan. to stop the rapid spread of area The hearing was in chambers incentive schemes that will put and therefore closed to the pub-

on miners' pay row

BY CHRISTIAN TYLER AND NICK GARNETT

incentive sciences to t will put and therefore closed to the pub-extra cash in to many minoers' lic, but a key element in the pockets hefore Cbristmus. Any appeal against that executive was in hreach of one judgment could well go straight of the union's objects as laid to the Court of Appeal to-day, down in the rule book—"to nego-where Lord Denning, Master of tiale a national wages agreement the Rolls, again would have to with a netional accertainment the Rolls, again would have to with a national ascertainment decide a major industrial rela-tions issue with important coalfield."

polltical implications. political implications. It was also argued that the Two months ago, Lord Denning executive was in breach of con-presided over the hearing of a ference decisions dating back to same day appeal by the Kent 1946, some of them in pursuit of area of the union, which this object, and of the rule that unsuccessfully attempted to stop the executive should not act a pithead ballot on a new contrary to any conference reso-national incentive scheole from lution. going ahead

oing ahcad. Yesterday Mr. Justice Watkins the ucion and one of the NUM officials named in the case, ha argued that the executive acted under another rule which says 33,000 union members.

approval.

that areas cannot enter agreements of an area character with-

out the national executive's

Behind this constitutional

strike by bakery men By Pauline Clark, Labour Staff

Threat of

THE THREAT of a national strike hy bakery workers hung over renewed talks between employers and union leaders in the hakers' pay dispute yesterday.

As talks between he two sides started .under the umhrella of the Advisory, Conciliation and Arbitration Ser-vice Mr. Sam Maddox, general secretary of the union, said he believed the employers' were "inflaming the situation" and that a strike could happen before Christmas is a settlement was not reached. The talks started as bread shops throughout the country were hit for the second day running hy panic having ahead of the long Christmas week-

cnd.

The big three bakers-Ranks Hovis McDougall, Spillers-French and Allied Bakeriesestimale that production has heen ont hy about a quarter because of the overtime ban hy

The small independent hakeries, who earlier this

12.5 per cent. and is already

oniside Government pay guide

lines.

Weather

U.K. TO-DAY

FOG PATCHES clearing slowly. Londoo, S.E., Cent. S. England, argument is the fact that area

E. Anglia Midlands. Fog at first. Wind S. light cr satisfy the wage-bungry miners,

9C (48F).

E. N.W. England, Cent. N. Pressure

England.

Fog patches early, sunny week or more to raceworkers early a third of intervals. Wind light or the current average. moderate. Max. 7C (45F).

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1. of Man Istanhul

à S-Sunny, R-Rein, C-Cloudy, Dr-Drizzle, Fe-Fox, Th-Th Sn-Snew

moderate. Max. SC (46F 1. and thus reduce the chances of Channel Isles. S.W. England, a set to in the national oego-Channel Isles, S.W. England, Wates, For patches carly, min later. Wind S., becoming strong. Max. 9C (48F).

Jubilee Appeal The Yorkshire area council decided on Mooday to hold a hallot in its area, with a recom-

Bnnusea could add £23.50 a week or more to faceworkers

Meanwhile, the pressure on Mr. Arthur Scargill, Yorkshire Meanwhile, the pressure on N.E. Scotland, Argyll, N.W. Schl Scotland, Orkney, Shetland, N. Ire'and. Mainly dry, Wind S. moderale or fryh. May, 90 (4SF1, 66 have now notified the National

OUTT.DOK Rain at times. Fog Coal Board that they want patches in S.E.

month agreed a 10 per cent. wage increase for their workers are unaffected by the dispute. The bakers' nnion has rejected what it says is only a 6 per cent offer from the hig three employers. Negotiators in the Bakers' Federation say their offer amounts to about

Ing into plutonium, or enrich-ment above 20 per cent. of any of her uranium sbipped to the EEC hetween the end of 1974 and the end of 1980. This restriction is not expected to affect ordinary nuclear power tetations but color research But France has also been

England. Occasional drizzle, hill fog. Wind light, hecoming moderate, Max. 5C (41F). N.E England. Fog. perhaps freezing, persist-ing in places. Some bright Under Aberdecu area, S.W. Isle of Man. Borders, Edinhurch, Dundee, Aberdecu area, S.W. Scotland, Glasgow, Cent. High-Lands, Moray Firth England, Section di data f2350 a week or more to faceworkers: Dublice Appeal JUDIICE APP

Japanese car curb rejected

BY TERRY DODSWORTH, MOTOR INDUSTRY CORRESPONDENT

Yorkshire pits out of a total of 66 have now notified the National Coal Board that they want incentive deals. A further six are preparing applications. Four of the 14 puts are in south Yorkshire, whose miners have been more Brmly against local schemes thao those in the north-incentive deals or are covered by general applications for incentive schemes—as in Nottinghamahire has been reached already. A special meeting of the understanding of the understanding of the the Coal Board on improving the latest offer on early retirement for miners with service under the Coal Board on improving the latest offer on early retirement for miners with service under the Coal Board on improving the latest offer on early retirement for miners with service under the can Board on improving the latest offer on early retirement for miners with service under the can Board on improving the latest offer on early retirement for miners with service under the can Board on improving the latest offer on early retirement for miners with service under the can Board on improving the latest offer on early retirement for miners with service under the can Board on improving the latest offer on early retirement for miners with service under the can Board on improving the latest offer on early retirement for miners with service under the can Board on improving the latest offer on early retirement for miners with service under the can manufacturers' poor Japanese themselves appear to new models in the prepaint the can manufacturers' poor Japanese themselves appear to new models in the problem the can manufacturers' poor Japanese themselves appear to new models in the problem. The car manufacturers' poor Japanese themselves appear to new models in the problem. The car manufacturers' poor Japanese themselves appear to new models in the problem. The car manufacturers' poor Japanese themselves appear to new models in the problem. The car manufacturers' poor Japanese themselves appear to new models in t

Continued from Page 1

Perez calls for oil price rise

14 57 Jorsey 18 64 Las Pims. 18 64 Locarno 5 41 Vialorea 9 48 Malaga 45 Malaka 45 Mala 77 Narobi 73 Vaples 59 Nice 53 Nice 53 Nice 53 Reorio 41 Rhodes 66 Salzburi

F—Fair. under.

should devise a system for chan the failure of the north-south century, he warned. nclling this increased revenue to dialogue to agree on the forma-the Third World. "Why, for the henefit of lesser developed countries. the total development of alter Thani, Qatar's Minister of Oil, Urging development of alter Thani, Qatar's Minister of Oil, Urging development of alter Thani, Qatar's Minister of Oil, Urging development of alter Thani, Qatar's Minister of Oil, urging development of alter Thani, Qatar's Minister of Oil, tion of a common fund for the native sources of energy. Presi- and current president of OPEC, dent Perez asserted: "All the bad outlined three possibilities-The result of the rest of the

Canada had placed an embargo tion Programme, as they had be no further clarification until industrial and commercial side, offer of £121m, will not be

alone.

business,

of substantial acquisitions.

Canada had placed an embargo tion Programme, as they had be no further clarification until industrial and commercial side. one of 122m, which we were the audited results are pub-Profits here rose by close to a gotten quickly. the Community, which normally The agreement endorsed account for about a third of the to-day in Brussels runs until the 8,000 tonnes of uranium used end of 1980 or the conclusion annually in EEC reactions and of that programme, whichever is power stations. Under agreement, which runs gramme, an initiative of the to day is finished the pro-ford and. Elliott, which must However, the sluggishness of commercial considerations. Under agreement, which runs gramme, an initiative of the source of a wery marked the instalment credit side- return, to consistent profit downturn in trading activity profits orse by 15 per cent.—is plainly a matter of since it forecast profits of £5m. surprising. New credit extended urgency.

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